

**CITY OF JACKSONVILLE  
FY 10-11 ANNUAL BUDGET  
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# INTRODUCTION

Welcome to the City of Jacksonville's Annual Budget. Jacksonville is located in southeastern North Carolina and is proud to be the home of Marine Corps Base Camp Lejeune. Through this document we wish to convey what City government is doing to maintain the quality of life in Jacksonville in accordance with the goals established by the City Council. We hope all readers of this document come away with a better understanding of City services in general and specifically what will be done in Jacksonville during the fiscal year 2010-11.

## Reader's Guide

The budget begins with the **City Manager's Budget Message** that contains key features of the budget as recommended by the Interim City Manager, including the property tax rate, the Mission, Vision and details on the FY 11 Goals adopted by the City Council.

In accordance with the North Carolina General Statutes, the City prepares and adopts the budget on the modified accrual basis of accounting, in which revenues are recorded when the amount becomes measurable, and expenditures are recorded when the liability is actually incurred. Enterprise funds are converted from the modified accrual basis of accounting to the accrual basis at year end for financial reporting purposes. In the accrual basis, revenues are recognized when they are earned and expenses are recognized when they are incurred.

The following chart summarizes when accrual and modified accrual are used for the basis of accounting and the basis of budgeting:

<b>Fund</b>	<b>Basis of Budgeting</b>	<b>Basis of Reporting</b>
General	Modified Accrual	Modified Accrual
Special Revenue	Modified Accrual	Modified Accrual
Enterprise	Modified Accrual	Accrual

The first section in the document, the **Budget Summary**, summarizes the total City's budgeted revenue and expenditure as well as the significant operating funds: General Fund, Water/Sewer Fund, Water/Sewer Capital Project Fund, Solid Waste Fund and Stormwater Fund budgets. The Budget Summary section also includes a listing of the expenditure by fund. Each fund is categorized as either operating or capital project funds and reflects a gross amount as well as the net budget which is less transfers to other funds and prior years' appropriations. This section also includes a summary of Debt, Consolidated Undesignated Fund Balance and Authorized Positions Listing.

The second section of the budget includes a **Revenue Summary** of all funds and shows the current year's (FY 10) amended budget levels as compared to the adopted FY 11 budget. Details follow this summary and are again identified by fund by

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category. This section also includes the Property Tax Analysis spanning ten years including the valuation, tax rate and percentage of taxes collected.

The third section of the budget includes information on the **Funds** that comprise the City-wide budget, and is grouped by **function**:

- **General Government** – includes the General Government functions which consists of the Mayor and Council, City Manager’s Office, Legal, Community Programs, Human Resources, City Clerk, Elections, and Finance. Each department is shown separately and includes goals and objectives, selected performance measures, a summary of revenues and expenditures, an authorized position total, and explanatory budget notes. This section also shows the General Fund Non-Departmental which houses those budget line items not tied to any one department in particular.
- **Public Safety** - includes the budgets for the Police and Fire departments and includes goals and objectives, selected performance measures, a summary of revenues and expenditures, an authorized position total, and explanatory budget notes, as well as a dedicated page for any divisions associated with the departments. This section also includes information on the **Pension Trust Fund** – a Fiduciary Fund type which is custodial in nature and is not associated with City operations. This Fund supports the Law Enforcement Officers' Special Separation Allowance, a single-employer, public employee retirement system required by state law.
- **Recreation and Parks** – includes the budgets for the Recreation and Parks Department with goals and objectives, selected performance measures, a summary of revenues and expenditures, an authorized position total, and explanatory budget notes.
- **Development Services** – includes the budgets for Planning, Building Inspections, Code Enforcement, and Community Development (CD) and includes goals and objectives, selected performance measures, a summary of revenues and expenditures, an authorized position total, and explanatory budget notes. Transportation Projects, CD Entitlements and CD Projects are also included and show both revenues and expenditures.
- **Public Services** – includes the budgets for some Public Services Administration, Public Works Engineering, Facilities Maintenance Services, and Streets (Powell Bill and Non-Powell Bill). Each department or division is shown separately and includes goals and objectives, selected performance measures, a summary of expenditures, an authorized position total, and explanatory budget notes.

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- **Water and Sewer Fund** – includes the budgets for some Public Services Administration, Public Utilities Engineering and Construction, Water Supply, Metering, Utilities Maintenance, and Wastewater Treatment. Each division is shown separately and includes goals and objectives, selected performance measures, a summary of expenditures, an authorized position total, and explanatory budget notes.
- **Solid Waste Fund** – includes the budget for the Sanitation Division of the Public Services Department and includes goals and objectives, selected performance measures, a summary of revenues and expenditures, an authorized position total, and explanatory budget notes.
- **Stormwater Fund** – includes the budgets for the Water Quality and Stormwater Drainage Maintenance Divisions of the Public Services Department and includes goals and objectives, selected performance measures, a summary of revenues and expenditures, an authorized position total, and explanatory budget notes.
- **Internal Service Funds** – includes the budgets for the City's five internal service funds: Fleet Maintenance, City Hall Maintenance, Information Technology Services, Video-Media Services, and Self Insurance. These funds provide services to other City departments and costs are allocated out to the using departments. Each fund is shown separately and includes goals and objectives, selected performance measures, a summary of revenues and expenditures, an authorized position total, and explanatory budget notes.

The **Capital Budget** section contains a summary of the City's plan for major capital projects to be funded over the next five years (2011-2015). The City issues a separate Capital Improvement Plan (CIP) which was adopted by the City Council on April 6, 2010. These projects are new construction and/or renovation projects which improve the City's infrastructure. Funds for these improvements come from transfers from the General Fund, Water/Sewer Fund and Stormwater Fund, as well as from financing and other sources. The projects are grouped according to general type:

- Community Programs
- Fire
- Police
- Public Services:
  - Projects
  - Sewer Infrastructure
  - Sidewalks
  - Stormwater
  - Streets
  - Water/Sewer Stations
  - Water Infrastructure
  - Water/Sewer Line Combination

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- Recreation and Parks
- Transportation

## FINANCIAL POLICIES

In accordance with North Carolina General Statutes, all funds of the City are maintained during the year using the modified accrual basis of accounting.

### Basis of Budgeting

A balanced budget (planned revenues are equal to planned expenditures) is adopted as required by North Carolina General Statutes. An annual budget ordinance is adopted for the General Fund and operating Enterprise Funds. All annual appropriations lapse at fiscal year-end. Grant project ordinances are adopted for the Non-Major Governmental Funds and project ordinances are adopted for the Capital Reserve Fund and Capital Project Funds. The City's Internal Service Funds operate under an approved financial plan and not a budget ordinance. All budgets are prepared using the modified accrual basis of accounting, which is consistent with the accounting method used to record transactions.

### Budget Amendments

The following procedures, controls, and authorities shall apply to transfers and adjustments within the budget.

- A. **Transfers Between Funds:** Transfers of appropriations between funds may be made only by the City Council.
- B. **Transfers Between Activities or Contingency:** Transfers of appropriations between activities in a fund or from contingency shall be approved by the City Council or may be approved by the City Manager in conformance with the following guidelines:
  1. The City Manager finds that they are consistent with operational needs and any Council-approved goals.
  2. Inter-activity transfers do not exceed \$5,000 each.
  3. Transfers from Contingency appropriations do not exceed \$5,000 each, unless the City Manager finds an emergency exists.
  4. All transfers from contingency listed above are reported to the City Council no later than its next regular meeting following the date of the transfer.

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## **Revenues**

Revenues will be budgeted conservatively based on historical data and anticipated revenues. One-time revenues are unreliable by nature, and should not be relied on to fund ongoing operating costs without careful review and consideration. These revenues may include grants, sale of surplus assets, intergovernmental transfers, and revenues from development.

## **Accountability**

The City retains an independent auditing firm to perform an annual comprehensive financial and compliance audit in accordance with generally accepted accounting principles (GAAP). The City prepares a Comprehensive Annual Financial Report (CAFR) which is submitted to City Council and the Local Government Commission, as well as various financial institutions, bond rating agencies, and State and Federal offices. The CAFR is posted on the City's website and copies are available for public review in the City Clerk's Office and the Onslow County Library. Copies of the CAFR and Annual Budget are available on CD to anyone upon request.

## **Cash Management and Investments**

All deposits of the City are made in council-designated official depositories and are secured as required by G.S. 159-31. The City may designate as an official depository any bank or savings and loan association whose principal office is located in North Carolina. Also, the City may establish time deposit accounts such as Negotiable Order of Withdrawal accounts, money market accounts, and certificates of deposit. Cash flow is monitored to optimize investments for maximum yield of investment earnings.

State law [G.S. 159-30(c)] authorizes the City to invest in obligations of the United States or obligations fully guaranteed both as to principal and interest by the United States; obligations of the State of North Carolina; bonds and notes of any North Carolina local government or public authority; obligations of certain non-guaranteed federal agencies; certain high quality issues of commercial paper and bankers' acceptances; and the North Carolina Capital Management Trust (NCCMT), an SEC registered (2a-7) money market mutual fund, which complies with municipal investment laws.

The City's investments with a maturity of more than one year at acquisition and non-money market investments are reported at fair value as determined by quoted market prices. The NCCMT cash portfolio's securities are valued at fair value, which is the NCCMT's share price. Money market investments that have a remaining maturity at the time of purchase of one year or less and non-participating interest earnings and investment contracts are reported at amortized cost.

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## **Debt**

The City takes a planned approach to the management of its long-term outstanding debt and makes an effort toward funding from internally generated capital, when appropriate. Funds will be appropriated to cover debt service before any other appropriation is authorized. The City will consider the use of long-term debt financing only when it meets the following criteria:

- a. The financing period is no longer than the estimated life of the improvement.
- b. The investment will benefit the Citizens.

The City will limit the total of all general obligation bonds issued to no more than eight percent (8%) of the total assessed valuation.

The City may utilize the authority granted within the General Statutes for lease or installment purchase when appropriate.

## **Capital Improvement Policy**

The City will maintain a five-year Capital Improvement Program (CIP), which will be reviewed and updated annually. Since capital improvements involve large sums of capital and long-term commitments, each capital project will be carefully analyzed before it becomes a component of the program. Capital Projects are classified as those generally exceeding \$50,000 in cost, requiring more than 12 months to construct, and possessing a useful life of at least five years. Since capital improvements may also require additional ongoing operating costs or personnel, the City Council and management will carefully review CIP requests to ensure that any costs to be incurred by capital spending decisions are included in the appropriate operating budget. The City will protect and maintain its capital investments in order to reduce replacement costs.

## **Fees and Charges**

The City sets forth all fees and charges for the coming fiscal year in the Fee Schedule, which is adopted by City Council concurrently with the Annual Budget. Fees for water, sewer, and stormwater are set at an amount that will allow these Enterprise Funds to be self-sufficient. Rate studies have been conducted as needed to ensure that the set rates are appropriate.

The Enterprise Funds will reimburse the General Fund for indirect costs such as human resources, finance, city administration, and other support services and overhead costs. Internal services such as information technology support, fleet maintenance, video-media services and janitorial services are charged back to the using departments on a "percentage of use" basis.

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## **Fund Balance**

The Council adopted policy has set an unreserved fund balance goal of 20% of the total fund balance and an undesignated fund balance of 10% of next year's budgeted expenditures less operating transfers. Please see the Budget Summary section of this document for additional information regarding fund balance.

## **BUDGET PREPARATION AND ADOPTION**

The City of Jacksonville began the budget process in October with the preparation for proposed new and revised capital improvements projects. The official budget kick-off meeting was held in December with all staff involved in the budget process to distribute budget instructions and discuss key issues and changes. In January, February and March, workshops were held with the City Council to develop goals and objectives for the upcoming year.

In accordance with State Statutes, departments must submit a budget request to the Budget Officer before April 30 of each fiscal year. The City Manager is the Budget Officer for the City of Jacksonville and delegates this responsibility to the Finance Director. After all departmental budgets are submitted, the Finance staff reviews the requests and meets with each department individually to review the needs and priorities in detail. The City Manager then meets with the departments along with the Finance staff to discuss programmatic issues and the objectives to be accomplished in the new budget year. Revisions are made as necessary in the operating budgets, the capital budgets, and the revenue estimates, until a final recommended budget document is produced in May.

A budget message and a balanced budget must be submitted to the Council no later than June 1, according to State Statutes and the City typically submits the budget to City Council in May. After the formal budget submission to Council, work sessions are conducted with the Council, and a public hearing is held to provide an opportunity for all citizens to have input in the budget. In accordance with State Statutes, final adoption of the budget takes place before July 1 of each year.

## **BUDGET AMENDMENT PROCESS**

Proposed amendments to the budget may be submitted at any time by a member of the City Council or the City Manager. The City Manager or designee is authorized to transfer budget amounts within functional categories; however, amendments that move resources between functions or that change total expenditures in any fund must be approved by City Council.

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Proposed amendment ordinances are prepared by the Finance staff along with an Agenda Report that provides background information and the City Manager's recommendation on the proposed amendment.

Minor budget changes (\$5,000 or less) that do not affect the ordinances are submitted to the Finance staff at any time with an explanation of and justification for the change. All changes must be approved by the City Manager or designee along with a statement by the Finance Director as to the availability of funds.

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## FY 2010-2011 BUDGET CALENDAR

### DUE DATE

- Dec 7-8** Budget Kick-off training provided by Finance
- Dec 21** **THE FOLLOWING FORMS/INFORMATION ARE DUE:**
- Uniform Rental Budget Worksheet and Uniform Inventory List (Due to Accounts Payable Specialist )
  - Vehicle/Mobile Equipment Request Form (Due to Fleet Maint Supv)
  - Information Technology Request Forms (Due to ITS Director)
  - Personnel Request Forms (due to Human Resources)
  - Overtime/Promotions Worksheet (Due to Payroll Specialist)
- Jan 8, 2010** Human Resources forwards Personnel Request Forms to the Payroll Specialist, in Finance
- Jan 15** Vehicle/Mobile Equip Request Forms and ITS Request Forms forwarded to Finance by Fleet Maintenance and ITS to add debt service costs, insurance & other acct numbers
- Jan 15** List of Citywide contracts (not department-specific) due to Rick Sirois, Facilities Maintenance Services. Include addresses of all buildings requiring termite and/or pest control contracts and alarm contracts.
- Jan 19** CIP book submitted to Council
- Jan 29** Personnel, ITS, and Vehicle Request Forms returned to departments for keying into HTE and entering on supplemental forms, if applicable (Including Installment Purchase Revenue and Debt Service Accounts and Costs)
- Jan 29-Feb 5** Departments meet with Budget Liaison to:
- 1) Review Supplemental forms and Personnel, ITS and Vehicle Request Forms,
  - 2) Review and update Goals and Objectives to align with Council goals, and
  - 3) Discuss and/or make changes to the Performance Measures that will be included in the budget book. (Actual numbers, percentages, etc., will be due later.)
- Late Jan/  
Early Feb** Council Workshop to develop Citywide Goals and Objectives

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## DUE DATE

- Feb 9** Special Council Workshop on CIP
- Feb 12** a) **BUDGET DETAIL (BOTH DEPARTMENTAL AND SUPPLEMENTAL REQUESTS) KEYED INTO HTE, and**  
b) **ALL SUPPLEMENTAL FORMS DUE TO FINANCE (E-MAIL TO LIAISON)**  
c) **Organization Charts Due to the HR Specialist**
- Feb 19** Full-Year Estimate Worksheets will be distributed
- Feb 23** Follow-up Council Workshop on CIP
- Mar 1** Fee Schedule changes due by e-mail to Executive Assistant, CMO, with changes in RED
- Mar 1** Full-Year Estimate - Must be keyed into HTE, completed & signed Worksheet returned to Finance (Budget Liaison)
- Mar 2** Council Meeting for possible further discussion of CIP
- Mar 10** Budget Detail printouts, Expenditure Statements, and final Supplemental Forms made available by Finance for meeting with City Manager
- Mar 10** City Manager to meet with Finance Budget Team
- Mar 12** Dept Heads return comments on Budget Details.
- Mar 15 – 19** **City Manager - BUDGET REVIEW WITH DEPARTMENTS**
- Mar 17 – 23** Department cuts due to Budget Liaison for keying into HTE (if required) two working days after meeting with the Manager
- Mar 19** Fee Schedule with all changes sent to departments for review
- Mar 23** City Council Meeting-presentation of "Adopted Capital Improvement Plan"
- Mar 24** Dept Heads meet with City Manager for peer review of Supplemental Forms

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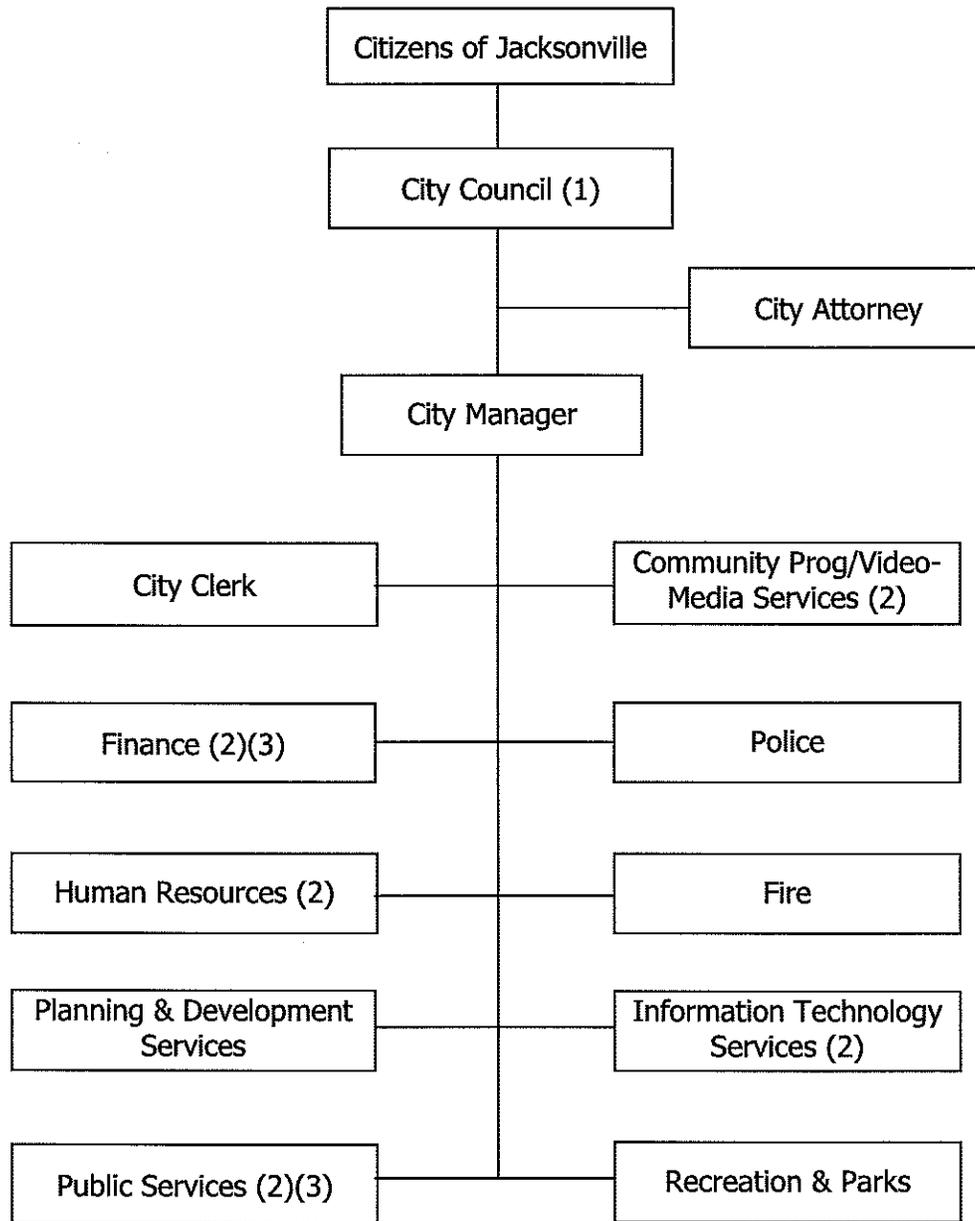
## DUE DATE

- Mar 25**      **THE FOLLOWING ITEMS ARE DUE TO FINANCE (e-mail to Budget Liaison):**
- Revised Goals & Objectives if necessary to align with Council goals
  - Performance Measures (if changes are made to what is being measured)
  - Departmental Mission Statements
  - Department Narratives
  - List of Accomplishments for FY09-10
  - Human Resources provides Finance finalized Organization Charts
- Mar 26**      City Manager distributes ranking of Supplemental Forms
- Mar 26**      Comments on Fee Schedule due to the Executive Assistant in CMO
- Apr 1**        Budget Message to City Manager for revision
- Apr 9**        Performance measurement reports (through **March 31, 2010**) due to Finance (Budget Liaison) for inclusion in Budget Book. Updated full-year actual performance measurement numbers must also be reported for FY-09 (July 1, 2008 – June 30, 2009).
- Apr 23**      Finance provides Departmental Summary and Trend Analysis charts to departments for use in writing the descriptions
- Apr 28**      Departments submit **Budget Highlights** and **Trend Analysis** descriptions to Finance (Budget Liaison)
- Apr 29**      a) Final Fee Schedule due to Finance  
b) Finalized budgets are reviewed by Finance  
c) Budget Message completed by City Manager
- Apr 30**      Status Meeting between Finance and City Manager's Office
- By May 6**    Budget is submitted to City Council two working days after all sections have been completed
- Dates TBD\*-* Budget Workshops  
*COUNCIL*      Public Hearing – Budget  
*DRIVEN*      Adoption of Budget Ordinance

**(TBD) – To be determined**

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## CITY OF JACKSONVILLE ORGANIZATION CHART



**Legend:**

- (1) Elected Officials
- (2) Includes Internal Service Fund
- (3) Includes Enterprise Activity

# INTRODUCTION

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## COMMUNITY PROFILE

### History

Jacksonville is located in southeastern North Carolina and is proud to be the home of Marine Corps Base Camp Lejeune and the New River Marine Corps Air Station. The City has grown rapidly since 1941 when Camp Lejeune was established. The same qualities that drew the Marine Corps to build the "World's Most Complete Amphibious Base" in Onslow County were also some of the same qualities that caused the City to be formed along the New River.

The County of Onslow was formed in 1734 from New Hanover County. It was named in honor of Arthur Onslow, who for more than thirty years was speaker of the House of Commons in the British Parliament. In the early years the County Court, which also operated the government, sat at several different locations. After storms, a fire and other calamities destroyed or damaged early courthouses and homes where the court sat, a new courthouse was ordered built at Wantland's Ferry. This settlement was eventually incorporated in 1842 and named Jacksonville after President Andrew Jackson. The first court was held there in July 1757. Jacksonville was authorized as a town in 1842. It was not until 1849 that the town was laid out. The ferry landing is now the location of the downtown Waterfront Park.

Agriculture and products that could be shipped along the New River were the mainstays of the economy until 1940. That changed after December 15, 1940 when the decision was made to locate Camp Lejeune in Onslow County. Prior to that time, private business was conducted in the county courthouse because there was no other place. Former newspaper and magazine editor Billy Arthur wrote: "Agricultural income was \$4 million from tobacco, corn, peanuts and hams. The fishing industry was comparably profitable." He described the town before Camp Lejeune as quiet and where the most profitable business was operating a restaurant that fed the 10-member Kiwanis Club.

Within a few days, the population doubled from 800, with hundreds more workers coming to the area to work on defense projects as part of the war effort. Property values escalated according to how close they were to the base of operations. The Riverview Hotel, where the USO now sits, was taken over by the Navy for their construction headquarters. The Register of Deeds office stayed open late into the night to accommodate the condemnation of land and the recording of the deeds.

The City of Jacksonville's growth was steady until a sudden jump in 1990 when the City annexed portions of Camp Lejeune. The 2000 Census reported the population of Jacksonville at 66,715. The NC State Demographer estimates the City's 2008 population at 81,873, an increase of 15,158 or more than 22% over the past eight years. About half the population lives aboard Camp Lejeune and the New River Air Station. Since the annexation of the Base, the City has continued to grow at a steady rate, fueled by both young Marine families and military retirees. Because of the number of young Marines stationed here, Jacksonville is one of the youngest cities in the United States, with a median age of only 22.4 years.

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## Local Economy

Jacksonville's economy is primarily a service economy with some light industry; however, the largest employers are the school system, county and municipal governments, the Department of Defense, and the Camp Lejeune Marine Corps Base's Marine Corps Community Services (MCCS). Because of this, the local economy is very stable, with continued growth due to the recent growth in new Marine Corps units. Other major employment categories are retail, hotel/food services, higher education, and healthcare.

The unemployment rate as of December 2009 was 8.6 percent, which was lower than the statewide rate of 10.9 percent and the national rate of 9.7 percent. The job market has rebounded some from the recession a year ago. The overall economic climate remains in good condition. In November 2008 North Carolina was named the nation's "Top Business Climate" for the fourth year in a row by Site Selection Magazine, which may help attract new businesses to the area. The broad-based household survey of jobs shows statewide employment up for four consecutive months (December to March) and increasing at an average monthly rate almost twice as fast as in the nation. The narrower payroll survey shows nonfarm jobs at North Carolina's businesses up 0.5 percent since September, while still falling in the country.

Like the nation, unemployment will remain elevated for several years. The shift of jobs from the manufacturing sector to the service sector will continue. The fastest-growing jobs with the best pay will increasingly require a college degree, although over a third of the new jobs created will require minimal training - hence, income disparities between households may widen. We'll also face stiff competition for jobs with other states and other countries.

Growth of per capita personal income (PCPI) continues to outpace both State and national levels. Personal income in Onslow County has doubled in the last 10 years, the biggest pay increase in urban counties in the nation, according to economic statistics. The average individual employee in Onslow County made \$39,932 in 2008, with a national average of \$40,166. In 1998, Onslow workers were making \$21,219 a year on average. The county's average annual growth rate from 1998-2008 was 6.5 percent. The average annual growth rate for the state was 3.4 percent and for the nation, 4.0 percent, according to figures from the U.S. Bureau of Economic Analysis.

Marine Corps Base Camp Lejeune and Marine Corps Air Station New River remain the largest employers in the area. MCB Camp Lejeune occupies 246 square miles, with six Marine commands, two Navy commands, and one Coast Guard command, and provides formal school training for over 53,000 Marines and Sailors annually. The base generates approximately \$3 billion in commerce each year, coming from payrolls and contracts to support the infrastructure required to train and equip both U.S. and allied military forces. MCAS New River is headquarters to the V22 Osprey and provides training for Air Force pilots as well as Marine pilots who will fly the advanced vertical takeoff and landing aircraft.

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## Employment

The following table lists the 25 largest employers for 2008 according to the NC Employment Security Commission.

Rank	Company Name	Industry	Employment Range
1	Department Of Defense	Public Administration	1-000+
2	Onslow County Board Of Education	Education & Health Services	1-000+
3	Camp Lejeune MCCS	Trade- Transportation- & Utilities	1-000+
4	Onslow Memorial Hospital	Education & Health Services	1-000+
5	Wal-Mart Associates Inc	Trade- Transportation- & Utilities	1-000+
6	County Of Onslow	Public Administration	500-999
7	Coastal Carolina Community College	Education & Health Services	500-999
8	Covergys Customer Mgmt Group	Professional & Business Services	500-999
9	City Of Jacksonville	Public Administration	500-999
10	Coastal Enterprises Of Jacksonville	Education & Health Services	500-999
11	Food Lion LLC	Trade- Transportation- & Utilities	250-499
12	Mcdonald Restaurants Of NC Inc	Leisure & Hospitality	250-499
13	Lowe's Home Centers Inc	Trade- Transportation- & Utilities	250-499
14	PRC	Professional & Business Services	250-499
15	Marine Federal Credit Union Inc	Financial Activities	250-499
16	New River MCCS	Leisure & Hospitality	250-499
17	Service Source Employment Services	Professional & Business Services	250-499
18	Mine Safety Appliances Co (A Corp)	Manufacturing	100-249
19	FSNB Armed Services Bank Serv Ctr	Financial Activities	100-249
20	Britthaven Inc	Education & Health Services	100-249
21	U S Postal Service	Trade- Transportation- & Utilities	100-249
23	Staff One Inc	Professional & Business Services	100-249
23	Brynn Marr Hospital	Education & Health Services	100-249
24	Atlantic Coast Foods	Leisure & Hospitality	100-249
25	General Mills Restaurants Inc	Leisure & Hospitality	100-249

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## Property Tax Rate

Per \$100 valuation

Jacksonville: 53.8 cents  
Onslow County: 59 cents

## Income Levels

Median income for families: \$44,695  
Mean income for families: \$59,087

Percent of households with  
income over \$100,000: 13.2%

Percent of population below poverty level:

Jacksonville MSA (includes  
Onslow County): 14.8%  
North Carolina: 14.6%  
United States: 13.2%

## Housing Costs (2009)

Median house value \$162,231  
Median monthly mortgage: \$1,104  
Median rent: \$712

## Per Capita Personal Income

2008: \$39,932  
1998: \$21,219  
Average annual growth rate: 6.5%

## Unemployment Rate (2009)

Onslow County: 8.6%  
North Carolina: 10.9%  
United States: 9.4%

## Gross Retail Sales

Month of June 2009:  
Jacksonville: \$80,739,072  
Onslow County: \$113,204,448

Month of June 2008:  
Jacksonville: \$82,091,152  
Onslow County: \$109,317,923

Monthly Average, July 2008 – June 2009:  
Jacksonville: \$80,762,865  
Onslow County: \$108,222,629

## DEMOGRAPHICS

### Population

Jacksonville: 81,873  
Onslow County: 176,056

### Median Age

Jacksonville: 22.4  
Onslow County: 24.8

### Gender Composition

Male: 54.4%  
Female: 45.6%

### School Enrollment 2008-2009

Monthly Average: 23,361

### Educational Attainment (2009)

(Ages 25 & over)

No HS diploma 11.3%  
High School graduate 88.7%  
Some college, no degree 28.1%  
Associate's degree 10.1%  
Bachelor's degree 17.8%  
Graduate or professional  
degree 5.3%

# INTRODUCTION

## Operating Indicators by Function/Program

Function/Program	2001	2002	2003	2004	2005	2006
<b>General government</b>						
Building permits issued (Note 1)	609	774	615	865	810	996
Number of residential units (Note 2)	508	363	275	369	404	385
Number of commercial units (Note 2)	15	24	29	50	25	25
Building inspections conducted (Note 1)	12,325	14,816	16,358	18,345	21,110	21,297
Business privilege licenses issued	3,324	3,319	3,344	3,523	3,694	4,321
Business privilege license collections (Note 3)	383,584	411,789	426,563	444,496	476,033	539,458
Zoning inspections conducted (Note 4)	NA	1,693	1,097	1,910	2,139	2,122
<b>Police</b>						
Physical arrests (Note 5)	2,013	2,170	2,076	2,211	2,320	2,409
Traffic citations	11,373	8,175	4,993	10,356	10,074	12,399
Calls for service	70,482	70,020	69,536	78,215	78,874	85,414
Priority 1 response time (minutes/seconds)	6:25	6:49	6:30	6:42	6:40	7:31
<b>Fire</b>						
Emergency responses	1,934	1,854	2,097	2,375	2,319	2,260
Fires extinguished	195	205	205	195	178	184
Fire inspections conducted	668	995	843	1,081	1,227	1,093
Calls for service	NA	NA	NA	NA	NA	NA
<b>Public Works</b>						
Potholes repaired	1,467	1,778	2,064	2,269	1,148	3,154
Total street miles swept	4,250.8	4,669.9	3,553.7	8,189.4	5,450.0	2,301.5
<b>Recreation and Parks</b>						
Youth baseball/softball registrations	NA	NA	NA	741	858	923
Senior citizen program registrations	NA	NA	NA	454	593	457
<b>Water</b>						
Avg daily consumption (thousands of gallons)	3,805	3,854	3,956	4,027	4,484	4,825
Number of utility accounts	12,683	12,683	14,085	14,456	14,709	14,813
<b>Wastewater</b>						
Avg daily sewer treatment (thousands of gallons)	4,942	4,488	5,141	5,411	5,044	5,242
<b>Solid Waste Disposal</b>						
Refuse collected-residential/commercial tons/wk	621.99	596.96	629.31	661.61	664.16	675.62
Yard waste collected (tons per week)	40.58	65.16	76.53	88.56	112.11	111.21
Recyclables collected (tons per fiscal year)	696.65	712.95	749.24	763.04	821.75	887.59
<b>Stormwater</b>						
Drainage ditches maintained (miles)	25.6	60.2	NA	NA	NA	41.1
<b>Transportation</b>						
Jacksonville Transit System ridership (monthly average) (Note 6)	NA	120	310	573	810	965

Source: City departments

**Notes:**

NA - Data not available

Note 1: The number of building permits issued includes only those issued for structures (single- and multi-family homes, mobile homes, commercial buildings, additions, and schools), and Certificate of Occupancy permits. It does not include swimming pools, signs, demolitions, and electrical, mechanical, and plumbing permits; however, these categories are included in the total for building inspections conducted.

Note 2: The number of residential and commercial units does not correspond to the building permits issued because 1) building permits includes additions/alterations and Certificates of Occupancy, and 2) only one permit is issued for multi-family (apartment) buildings with multiple units.

# INTRODUCTION

## Operating Indicators by Function/Program

Function/Program	2007	2008	2009	2010
<b>General government</b>				
Building permits issued (Note 1)	924	867	675	1,533
Number of residential units (Note 2)	318	240	225	674
Number of commercial units (Note 2)	29	49	58	51
Building inspections conducted (Note 1)	17,947	14,680	12,371	15,470
Business privilege licenses issued	4,049	3,863	4,356	3,891
Business privilege license collections (Note 3)	607,299	649,834	704,057	710,282
Zoning inspections conducted (Note 4)	2,749	1,993	2,677	2,533
<b>Police</b>				
Physical arrests (Note 5)	2,461	2,902	2,622	2,802
Traffic citations	14,114	18,749	18,637	22,838
Calls for service	96,214	99,658	98,458	106,279
Priority 1 response time (minutes/seconds)	6:47	6:28	6:32	5:52
<b>Fire</b>				
Emergency responses	2,283	2,407	2,541	2,727
Fires extinguished	229	180	181	201
Fire inspections conducted	1,361	1,179	1,164	1,951
Calls for service	NA	5,089	6,425	15,500
<b>Public Works</b>				
Potholes repaired	2,243	2,438	2,509	1,056
Total street miles swept	2,729.6	2,813.0	3,147.0	2,500.0
<b>Recreation and Parks</b>				
Youth baseball/softball registrations	934	853	869	1,254
Senior citizen program registrations	540	615	488	456
<b>Water</b>				
Avg daily consumption (thousands of gallons)	4,810	3,952	3,991	4,081
Number of utility accounts	15,478	15,715	16,066	16,716
<b>Wastewater</b>				
Avg daily sewer treatment (thousands of gallons)	5,498	4,549	3,990	5,895
<b>Solid Waste Disposal</b>				
Refuse collected-residential/commercial tons/wk	669.20	650.37	622.00	603.61
Yard waste collected (tons per week)	95.89	92.42	94.51	93.77
Recyclables collected (tons per fiscal year)	1,124	1,427	1,557	1,793
<b>Stormwater</b>				
Drainage ditches maintained (miles)	59.0	47.7	71.0	80.0
<b>Transportation</b>				
Jacksonville Transit System ridership (monthly average) (Note 6)	1,306	1,937	3,936	4,943

**Notes (continued):**

Note 3: The significant gain from FY2006 to FY2007 was due to changing business license fees to a gross receipts basis.

Note 4: FY2001-06 are reported by calendar year. Subsequent years will be reported by fiscal year to be consistent with other categories.

Note 5: Arrest data prior to FY2007's report reflected the number of charges rather than the number of physical arrests. The data has been corrected as of FY2007 to show the actual number of individual arrests.

Note 6: The Jacksonville Transit System began operation in November 2007 with more vehicles and routes. Prior to that time, the local transit system, the LOOP, used one 9- to 12- person van that ran along a fixed, circular route. FY2008 numbers reflect LOOP ridership from July 1, 2007, to October, 2008, and Transit System figures for the remainder of the year. Because the Transit System is much more extensive than the LOOP was, the averages for FY2008 reflect 2,905 riders per day for the Transit System versus 1,322 for the LOOP. The Transit System also provides limited service to the Marine Corps bases.

# INTRODUCTION

## Capital Asset Statistics by Function/Program

Function/Program	2001	2002	2003	2004	2005	2006
<b>General government</b>						
Area (square miles)	43.19	43.19	43.19	43.62	43.71	44.62
Land/Buildings (dollars)	12,154,286	12,144,272	12,268,323	12,360,798	17,435,277	18,355,699
<b>Police</b>						
Stations	1	1	1	1	1	1
Police vehicles (Note 1)	122	141	145	121	137	123
<b>Fire</b>						
Stations	4	4	4	4	4	4
Fire Engines	9	9	9	9	9	9
<b>Public Works</b>						
Streets (miles) (Note 2)	165.64	166.37	166.37	167.16	168.99	170.41
Sidewalks (miles) (Note 3)	30.56	31.57	31.57	33.21	35.91	41.01
<b>Recreation and Parks</b>						
Parks (Note 4)	16	16	20	20	20	23
Acreage	228.0	228.0	262.4	262.4	262.4	294.23
Playgrounds	13	13	15	15	15	15
Athletic fields	16	18	20	20	25	25
Recreation centers	4	4	4	4	4	4
<b>Water</b>						
Water mains (miles)	201.00	202.63	204.50	205.45	207.80	209.48
Pump stations	38	38	38	38	39	39
Fire hydrants	1,697	1,818	1,857	1,917	1,967	1,989
Storage capacity (mil gallons)(Note 5)	2.8	2.8	2.8	2.8	2.8	3.9
<b>Wastewater</b>						
Sanitary sewers (miles)	198.42	200.48	201.83	202.56	204.57	206.5
Storm drainage ditches (miles)	NA**	NA**	NA**	NA**	NA**	100.0
Treatment capacity (mgd)	6.0	6.0	6.0	6.0	6.0	6.0
<b>Solid Waste Disposal</b>						
Sanitation trucks	12	12	12	12	12	12
Other sanitation vehicles (Note 6)	7	7	7	7	7	7

Source: City departments

**Notes:**

\*\* NA indicates data is not available.

(1) The FY2002, FY2003, FY2005 and FY2008 numbers of police vehicles include surplus vehicles not yet sold.

(2) Street mileage includes those streets within the City limits that are maintained by the NC Department of Transportation (32.03 miles)

(3) In prior years, sidewalks were measured using the street's center line measurement. This has been corrected for FY2008 to reflect actual mileage of sidewalks on both sides of the streets.

(4) Recreation parks and acreage for FY 2006 included 3 proposed parks totaling 31.85 acres. The then-existing 20 parks comprised 262.4 acres. Adjustment in FY2007 is due to obtaining more accurate GIS data.

(5) For FYs 2007 and 2008, normal capacity is 6.0 million gallons; however, the City is operating under a Special Order of Consent from NCDENR which allows 6.3 million gallons capacity pending expansion of the Land Application Facility for wastewater treatment.

(6) Other sanitation vehicles include two boom trucks, three dial-a-trucks, and two pickup trucks.

# INTRODUCTION

Function/Program	2007	2008	2009	2010
<b>General government</b>				
Area (square miles)	45.15	45.30	46.38	54.85
Land/Buildings (dollars)	19,370,518	19,760,511	22,262,655	22,277,185 <sup>a</sup>
<b>Police</b>				
Stations	1	1	1	1
Police vehicles (Note 1)	118	143	128	140
<b>Fire</b>				
Stations	4	4	4	4
Fire Engines	9	9	9	
<b>Public Works</b>				
Streets (miles) (Note 2)	173.73	174.87	179.16	148.34
Sidewalks (miles) (Note 3)	2.64	159.84	153.09	135.00
<b>Recreation and Parks</b>				
Parks (Note 4)	23	23	23	19
Acreage	292.57	292.57	292.57	267.40
Playgrounds	15	15	15	19
Athletic fields	25	25	25	21
Recreation centers	4	4	4	4
<b>Water</b>				
Water mains (miles)	273.59	275.00	278.00	280.00
Pump stations	39	39	40	42
Fire hydrants	2,057	2,133	2,181	2,156
Storage capacity (mil gallons)(Note 5)	3.9	3.9	3.9	3.4
<b>Wastewater</b>				
Sanitary sewers (miles)	247.13	245.00	248.00	248.60
Storm drainage ditches (miles)	100.0	129.00	85.00	80.00
Treatment capacity (mgd)	6.3	6.6	6.6	9.0
<b>Solid Waste Disposal</b>				
Sanitation trucks	11	11	12	19
Other sanitation vehicles (Note 6)	7	7	7	2



## **INTERIM CITY MANAGER'S BUDGET MESSAGE FISCAL YEAR 2011**

SUBMITTED BY:  
RONALD F. MASSEY

### **INTRODUCTION:**

This budget year has been dramatic in its challenges across the nation. Compared to most communities, Jacksonville is blessed with a relatively stable economy due to the stable purchasing power of local military and Department of Defense personnel and the investment resulting from the "Grow the Force" Initiative. That is not to say Jacksonville has completely escaped these difficult times. General Fund revenues are projected to increase by \$478,031 or 1.09% which includes \$900,000 of new revenue from Occupancy Tax during a time when additional revenue growth is truly needed to cover expected cost escalation and increases in demands for services. As a result, the budget does not make significant progress toward addressing service delivery challenges, but it also does not represent a significant step backward. I will discuss the strategies implemented in this budget below.

First, I am honored to present the City of Jacksonville Fiscal Year 2011 budget in the total amount of \$387,533,860. This total consists of \$293,569,811 of prior years' appropriations for closed ongoing projects, \$77,326,005 to support ongoing operations in all areas, \$3,904,727 for investments in capital projects, and \$12,733,317 in transfers (which do not represent actual spending but are double counting required by municipal accounting standards). The budget is balanced and prepared in accordance with the Local Government Budget and Fiscal Control Act.

The 2011 Budget includes a General Fund budget of \$44.5 million which is 1.1% or \$0.5 million more than FY 10. This increase is attributed to \$900,000 of new revenue from Occupancy Tax. By recognizing historic salary savings, holding departments at their current spending levels, drawing down excess fund balance in the solid waste fund and anticipating the possible use of Occupancy Tax to fund the Museum of the Marine and Vietnam Memorial, we are able to fund increases in the City's mandatory contribution to the State Retirement System, health and dental insurance cost increases and a salary adjustment for City employees in order maintain market parity.

In January 2010 The Onslow County Tax Assessor's Office revaluated the real property located within the county. North Carolina law G.S. 159-11 requires each taxing unit to calculate and publish a revenue neutral rate as part of its budget for the next fiscal year. The FY 11 Budget is based on the Revenue Neutral Rate which results in a reduction of the current rate from 62.6 cents to 53.8 cents per \$100 of valuation. This rate was calculated to provide the same income for the City at the higher valuations as was earned in the year prior to the budget year. Adjustments are made to negate annexation changes and to allow for expected rates of growth since the last revaluation. The average growth rate for the City was 3.9%.

### **SIGNIFICANT THEMES:**

The Jacksonville, Onslow County area has been undergoing steady growth over the last decade. The annexation of significant areas adjacent to and including the populated areas of the adjacent military installations; Camp Lejeune and Marine Air Station New River by the Jacksonville City Council, that became effective in 1990, increased our population to a level which attracted major retailers to our area. Consistent investment in these military installations, after the tragedy of September 11, 2001, has supported increasing civilian employment on base and significant construction activity. Improvements in retail, other quality of life amenities, and new employment opportunities have increased the number of military retirees that have chosen to stay in the area after leaving active duty. Finally, the increases projected in late 2007 from the Marine Corps' "Grow the Force" Initiative, have occurred at an even faster rate than initially expected. The City's population has grown 22.72% from 2000 to 2008. This vitality is both a boon and a challenge.

The consistency of the significant federal payroll and construction spending in the area has resulted in an economy that has weathered the global economic downturn better than most. While the failure of national retail chains, financial institutions, and other factors outside of our market have increased local unemployment and resulted in a number of vacant store fronts, retail sales have been strong. While national tightening of investment and financial resources resulted in a significant drop in commercial development activity and frustrated many potential home buyers by making financing almost impossible to obtain, locally construction activity is recovering and home values have remained stable and even improved in some segments of the Jacksonville market. The 2010 property revaluation has resulted in a total assessed value of 3,497,310,190 which is an increase in value of approximately 25%.

We are fortunate that revenues to the City from Sales Tax have appeared to stabilize based on the formula currently used and the stable economy. However, demands for services and the cost of providing those services have been increasing. Water and wastewater utilities are also challenged, as I will discuss further, but a growing challenge is transportation. The discussion about transferring responsibilities for maintaining roads from NC DOT to the City continues. If this occurs, this budget

does not have the adequate resources to undertake such an endeavor. Nor does the budget address the more pressing need to expand the capacity of the transportation system which is becoming an inhibitor to efficient growth and economic development. As challenging as this maintenance dilemma is, it ultimately will be easier to resolve than how we will develop and fund the transportation system that will be needed to serve the growth that is already occurring. In my opinion, the expansion of existing roads and the building of new roads will be a greater challenge than maintaining existing roads. Failing to solve the challenge of expanding the capacity of the transportation system will inhibit efficient growth and economic development.

In 2004 the City was placed under a Special Order of Consent (SOC) by the State which required the rationing of the remaining capacity at the wastewater treatment plant. With the completion of the City's \$46 million investment in the expansion of the capacity of the land application wastewater treatment facility to 9 million gallons per day, the SOC has been rescinded. The increased treatment capacity, the revised sewer allocation policy and Sewer Master Plan approved by Council and regional cooperation with ONWASA, we have the necessary tools and treatment available to support growth and protect the environment for foreseeable future. The next challenge however becomes expanding the collection system to handle future growth and improving its efficiency. Doing so will help encourage development in areas that the Council desires growth to take place in. Additional improvements are needed to further reduce the volume of inflow & infiltration (I&I) which wastes available treatment capacity and to increase the efficiency and effectiveness of our maintenance operations.

The unfunded mandate from the State to reduce the volume of water the City has drawn from the Black Creek Aquifer has forced the City to get water from the Castle Hayne Aquifer. Sixteen wells and a water plant together valued at \$53 million are nearing completion. When the City was drawing from the Black Creek Aquifer, a plant was not needed because the water was so pure. Our new plant, along with the associated costs of new manpower to operate the plant, will come on line this summer. The expenses listed in this budget are our best estimates since the City has not operated a plant previously.

Utility rates have increased by 58.5% over the last three years and facilities fees have increased by 91% in 2009 and 2010 to support the \$100 million in debt incurred to support these projects. The City issued its first revenue bonds in thirty years in order to provide the long-term financing for these projects. New operational costs and the need for additional investment in the conveyance systems continue to place pressure on existing utility rates. As part of this budget process, Council will consider the remaining increases to facilities fees proposed last year. These are efforts to properly balance the impact of needed investment between existing ratepayers and new developments. Ensuring that the City has the financial capacity for further investment will be a challenge as the City competes to create an environment that will attract development into the City limits.

A final significant theme is the need for infill development. It is need in order to preserve the City's tax base, and avoid the sprawl development that has increased the need for services outside the City, while failing to provide income to the City of provision of those services. Further, increasing infill development will help to provide affordable housing for our diverse new residents.

## **SALES TAX**

The County Commissioners voted to distribute sales tax revenue for FY 10 based upon a split of 40% per capita and 60% ad valorem. This change is estimated to increase General Fund Sales Tax revenue for FY 10 by \$1.6 million over the use of ad valorem alone. This beneficial change allowed the reliance on fund balance to be reduced to \$4.2 million, but sales tax revenue is still projected to be lower than it would be had the distribution method not been changed in 2007. The County will continue to use the 40% per capita and 60% ad valorem distribution formula through FY 11.

## **UNCERTAINTY**

Under the revised sales tax distribution methodology, 60% of the distribution is still based upon the previous year's property tax receipts. Lowering property taxes in FY 11 would mean a smaller proportion of sales taxes in FY 12. If property taxes are reduced in FY 11 and then increased in FY 12, the proportion of sales taxes would not be recovered until FY 13. Further, the City's proportion of sales taxes in FY 11 will be affected by the County's decision to raise property taxes for FY 10.

There are a number of other factors in addition to the uncertainty and potential negative impact of the County's decision on property taxes that increase the risk of a property tax reduction at this point. The City will be entering the bond market again this summer to sell debt to support additional investments in water and wastewater treatment capacity and infrastructure. The cost of that debt will depend on the bond rating established based on rating agencies perception of the City's financial health.

The State of North Carolina has not amended its budget for the second year of the biennium and is facing significant shortfalls. The State has a tradition of impacting local revenues as part of balancing its budget. The last state budget shortfall cost Jacksonville about \$232,000 in revenues. Reducing taxes in FY 11 would decrease the City's ability to respond to further budget challenges. Further delay in economic recovery nationally would impact on the State's budget for the next biennium all of which would set the stage for almost guaranteed need for a tax increase in FY 12, as well further hamper the City's ability to respond to growing demands for service.

Finally, even with a tax reduction, the budget includes a salary adjustment for City employees in order maintain our pay scale market parity in our compensation

plan, takes advantage of historic salary savings, uses one-time funds from the General Fund Capital Reserves, and does not currently provide any additional police staffing in the absence of federal grants that are not assured.

#### **BUDGET PURPOSE:**

The budget document is the annual financial plan for City operations for the fiscal year, July 1 – June 30. This plan describes sources of revenues and how funds will be spent during the year.

The Annual Budget has four basic functions:

**First**, it expresses the policy of the City Council. Through the budget, the City Council exercises its authority to increase services in some areas of City operations and decrease them in others. As a part of the budget review process, the City Council determines the tax rate for each fiscal year. Other fees, such as water and sewer rates, also are reviewed and adjusted as necessary.

**Second**, the budget process is a management and planning tool. The budget and subsequent accounting reports allow department directors and supervisors to evaluate their management of funds provided for their operations.

**Third**, the Annual Budget is a means of communicating to the Citizens of Jacksonville and others how public funds will be invested. The budget is a tangible expression of the City Council's policy direction.

**Finally**, the budget is the foundation for the proper accounting of City funds. It expresses in financial terms the goals and plans of the City Council. The types and amounts of authorized expenditures and the means for financing them are set forth in the budget. Once the budget is recorded in the accounting system, it serves as a control device to keep spending within authorized limits.

#### **BUDGET PREPARATION:**

The City's budget was prepared based upon estimated revenue growth percentages supplied by the North Carolina League of Municipalities and past performance. Through utilization of information from the City's budget and financial statements, combined with past performance and economic indicators, anticipated and known changes in financial condition, including the County's decision to change the sales tax distribution methodology, have been assessed and incorporated.

While all of this information is fundamental, the goals adopted by the City Council, on March 23, 2010, provided the vision which guided the policy recommendations embodied herein. These goals and corresponding organizational responses are also discussed in the Goals section of this budget document.

## **CITY COUNCIL FY 11 GOALS, MISSION AND VISION**

### **MISSION**

*To provide the leadership, vision, and oversight necessary to ensure the responsible stewardship of Jacksonville's environment and natural resources, for the effective and efficient delivery of municipal services, and for the proper planning for the future.*

### **VISION**

*A Jacksonville whose abundant natural resources, healthy environment, military presence, and vibrant economy make it the best place to live, work, and visit.*

The FY 11 Goals adopted by the City Council are not expressed in any specific order or priority. They have been numbered simply for ease of reference.

### **GOAL 1: Develop Planning Strategies to Promote Sustainable & Environmentally Sound Growth**

Objective 1.1 – Promote infill development that makes efficient use of existing infrastructure

- Describe infill development and identify geographical area
- Include design guidelines and other regulatory mechanisms in revisions to the City's land use regulations
- Propose financial incentive programs to promote infill
- Explore the development of stormwater service areas in order to increase the amount of usable land for infill development while protecting water quality
- Create neighborhood plans

Objective 1.2 – Promote sound growth planning practices in coordination with neighboring jurisdictions

- Seek partnerships in creating regional capacity to serve basic utility needs and land use planning
- Work with neighboring jurisdictions to remediate existing and prevent future environmentally damaging development practices
- Work to prevent growth near City limits that will be expensive to serve and/or retrofit in the future
- Work to educate public regarding the benefits of annexation in providing for the efficient expansion of urban services, the prevention of environmental degradation, and protection of quality of life

Objective 1.3 – Promote environmentally sound strategic planning to ensure consistent service levels in existing and growth areas as identified by the adopted Annexation Plan

- Explore strategies for the incremental extension of services to growth areas

- Plan for investments in advance of growth to increase efficiency of future service delivery
- Explore strategies to encourage development that contributes to a stable revenue environment in support of service delivery
- Sustain and expand greenspace and recreation areas
- Continue environmental rehabilitation activities

## **GOAL 2: Develop Strategies to Implement Downtown Development Plan**

### Objective 2.1 – Encourage stakeholders to invest in downtown

- Seek opportunities to leverage public investment to remove blight and promote development
- Support the efforts of private non-profit organizations to develop assets that improve quality of life and promote tourism in the downtown area
- Solicit and support private investment in support of development and redevelopment

### Objective 2.2 – Tailor City planning for downtown development

- Examine infrastructure adequacy to support planned and desired development
- Explore ways to encourage businesses to open in or relocate to the downtown area
- Recommend regulatory mechanisms to encourage higher density residential development consistent with the downtown plan

## **GOAL 3: Assess and Respond to the Needs of the Community**

### Objective 3.1 – Develop and refine strategies to engage the public

- Examine opportunities for using surveys to gain feedback from customers and citizens
- Review existing communication strategies for opportunities to improve effectiveness
- Develop processes to engage citizens in examining areas important to them and develop community-based solutions
- Develop strategies to increase the effectiveness of existing City Boards, Commissions and Committees

### Objective 3.2 – Determine existing service levels

- Enhance performance measures in order to provide a basis for accurate performance assessment
- Ensure that data collection support systems are fully implemented and effectively used
- Use best management practices to establish quantifiable service level measures for major service areas

### Objective 3.3 – Determine sufficiency of existing services and service levels

- Provide information to the public on existing City service

- Obtain community input through public hearings, surveys, neighborhood meetings, advisory board meetings, or focus groups to determine our success in meeting desired service levels
- Explore how existing services can meet needs and what new services or service enhancements are desired if any

Objective 3.4 – Define customer expectations and provide that service in a responsive, courteous, professional, and cost-effective manner

- Identify areas for improvement and provide staff with the resources needed to achieve those improvements
- Streamline processes to the extent possible without undermining ability to provide desired level of regulatory oversight

#### **GOAL 4: Ensure Adequate Infrastructure to Meet Current Needs and Future Growth of the Community**

Objective 4.1 – Engage in long range infrastructure planning

- Establish an appropriate 25 year growth planning horizon to support effective long range infrastructure planning
- Develop operational capacity to both plan for and construct improvements required to support future growth without neglecting existing infrastructure

Objective 4.2 – Increase the City’s ability to analyze, monitor, and remediate the condition of existing infrastructure

- Look for opportunities to upgrade current infrastructure through repair or replacement to support infill and redevelopment
- Implement systems to monitor infrastructure condition more effectively

Objective 4.3 – Develop a strategic financial plan to support infrastructure investment

- Examine rate and fee structures to ensure that growth pays its fair share of growth-related infrastructure investments
- Analyze cash flow needs over the planning horizon and prepare strategic plan to satisfy investment needs

#### **GOAL 5: Reduce Reliance on Property Tax as a Major Source of Revenue**

Objective 5.1 – Explore and maximize use of alternative methods of funding

- Continue to advocate for a favorable allocation of sales tax
- Use media resources available to the City to educate the public about the alternative sources of funding
- Execute tax and annexation strategies to secure sufficient sales tax revenue
- Pursue grant and no cost/low cost loan opportunities

#### **GOAL 6: Build Key Relationships**

Objective 6.1 – Create, improve and maintain networking strategies

- Apply strategies at the local, state, and federal levels
- Join and participate in associations designed to serve this goal
- Build strong internal and external relationships through communication with our employees, citizens, non-profits, local businesses, and military bases
- Look for opportunities to form partnerships to improve service, efficiency, and/or otherwise further this goal
- Build greater trust with the community

**GOAL 7: Maintain a Quality Workforce**

Objective 7.1 – Improve recruitment and retention of employees

- To ensure adequate pay and benefits for all staff, survey the COJ market annually to determine the need for pay structure adjustments and appropriate benefit changes
- Seek continuous improvement in recruiting approaches and processes
- Analyze, evaluate, and report COJ Turnover and Exit Interview data

Objective 7.2 - Invest in employee skills and knowledge through education, training, and career development

- On an annual basis conduct an organization-wide needs assessment for appropriate education and training, and career development
- Develop an annual schedule of learning opportunities in response to identified needs

Objective 7.3 – Promote a positive and supportive work environment

- Communicate information to employees in an open and timely manner
- Support City Wellness and Safety initiatives

**CAPITAL BUDGET:**

Beginning with the FY 08 Budget, significant capital investments have been identified, discussed and included in the City’s Capital Improvement Plan (“CIP”). The City Council considered and adopted the CIP on April 6, 2010. The capital budget from the CIP is included herein, but is not discussed in detail. The CIP represents significant long-term investments in the City’s infrastructure. Utility infrastructure expenditures are supported by utility rates, while general fund expenditures are supported by tax revenue. Several years ago, prior to the creation the CIP, the City set up a General Fund Capital Reserve Fund to support projects titled “Council Initiatives.” Currently four (4) cents of the property tax levy is transferred into the Capital Reserve Fund annually. Beginning with the FY 2007 budget, Council added an additional 3.84 cents of property tax levy to support the Public Safety Complex. Based on the current project cost estimate and projected interest rates, an additional 1.45 cents of property tax levy is needed to cover the cost of the debt service for the Public Safety Complex. All FY 11 CIP projects in the General Fund with the exception of the Public Safety Complex, Firearms Training Range Improvements, Northeast Creek Park and Market Street Park have been funded by the Capital Reserve Fund.

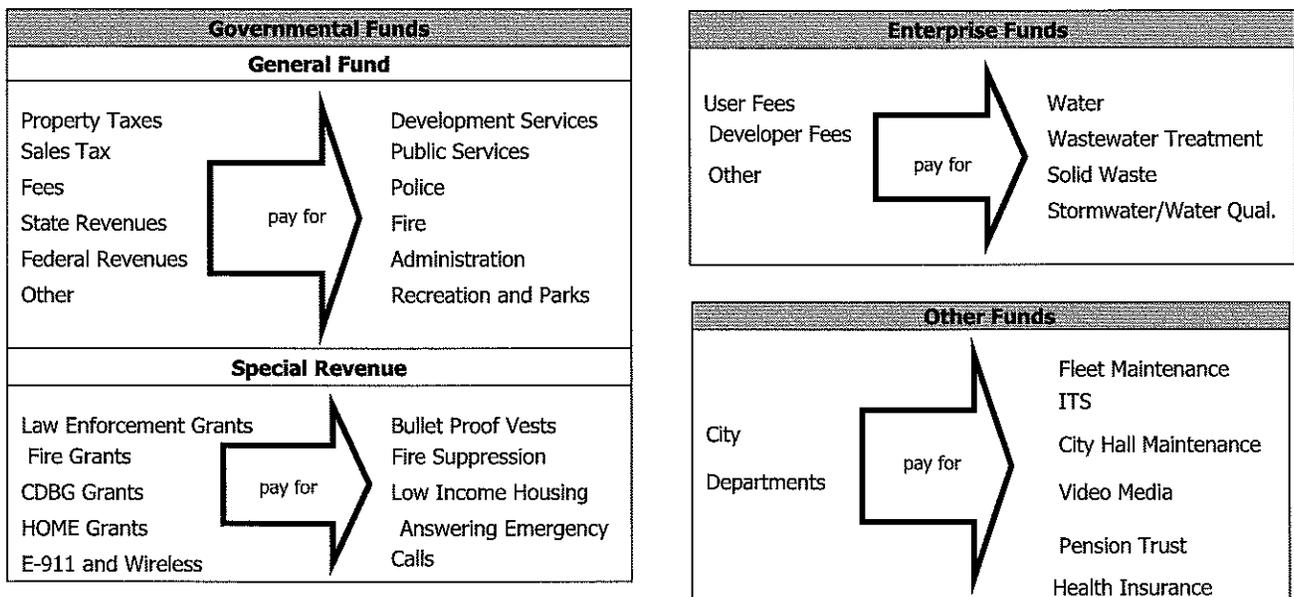
**CONCLUSION:**

In very trying financial times across the entire nation, the City of Jacksonville has been able to tread water. The current sales tax distribution formula coupled with property tax revenue growth has placed the City in a more sustainable financial position. The Council has proactively made significant planning decisions in key policy areas such as annexation, pedestrian transportation planning, and water and wastewater service development that are improving the organizations' ability to forecast future financial needs. That improved ability indicates significant challenges in FY 11 depending upon the County's and City's property tax levy decisions, but additional revenues in FY 12 with planned annexation could improve the City's financial position.

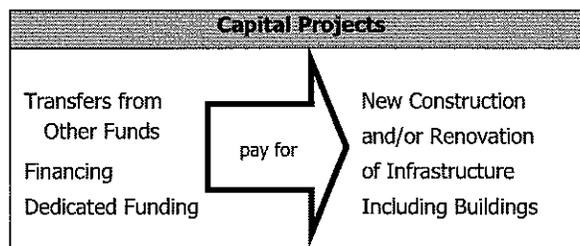
# BUDGET SUMMARY

The **Budget Summary** summarizes the City's total budgeted revenue and expenditures as well as the significant operating funds: General Fund, Water/Sewer Fund, Solid Waste Fund, Stormwater Fund and Capital Projects Fund budgets. Each fund reflects the actual amounts for the last audited year, the amended budget for the ending year and the adopted budget for the coming year, less transfers to other funds and prior years' appropriations. This Summary also includes a summary of Debt, Fund Balance and a Listing of Authorized Positions.

## OPERATING FUNDS



## CAPITAL PROJECT FUNDS



## BUDGET SUMMARY

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The City's FY 11 Adopted Budget is 23% less than the FY 10 Amended Budget net of interfund transfers and prior years' authorizations. The decrease is due to a reduction in the funding requested for new capital improvement projects for FY 11. The total expense budgeted in Public Utilities dropped from \$24 million to \$11.7 million. Other Taxes and Licenses increased by more than 95% due to the enactment of an occupancy tax for the City of Jacksonville, that will become effective July 1, 2010. Unrestricted Intergovernmental revenue increased due to increases in the utility franchise tax. Restricted Intergovernmental funds decreased by more than 90% as the anticipated state loans for the Land Application and Water Treatment Plant projects have been received and are not included in the adopted budget.

The City of Jacksonville had a Memorandum of Understanding (MOU) with Onslow County until FY 08, when the County changed the distribution method making the MOU invalid. In FY 06, Onslow County performed a revaluation of properties and the beach communities of North Topsail and Surf City experienced unprecedented increases in property valuations. This caused considerable citizen complaints, especially from the residents of North Topsail Beach, and resulted in Onslow County looking for ways to give financial relief to those communities. Unfortunately, on April 23, 2007, the County chose to distribute Sales Tax Revenue based on the tax levy basis which shifted over \$2 million from Jacksonville (largest City in the County and 10<sup>th</sup> largest in the State) to these two beach communities that, combined, have less than two percent (2%) of the population size that Jacksonville has.<sup>1</sup> On April 30, 2009, the County Commissioners changed the method of distribution to 60% ad valorem, 40% per capita after special legislation authorizing at least 40% be distributed by one method or the other.

For FY 11, Onslow County had a revaluation and the City of Jacksonville's assessed valuation increased by approximately 25%. The FY 09 and FY 10 tax rate of 62.6 cents per \$100 of assessed value has been changed for the upcoming budget year to the revenue neutral rate of 53.8 cents per \$100 of assessed value. The property tax revenue for FY 11 was calculated using the statutory method, which allows the City to include the normal growth that the city has experienced.

<sup>1</sup> NC State Demographer

# BUDGET SUMMARY

## City of Jacksonville

**FY 10-11**

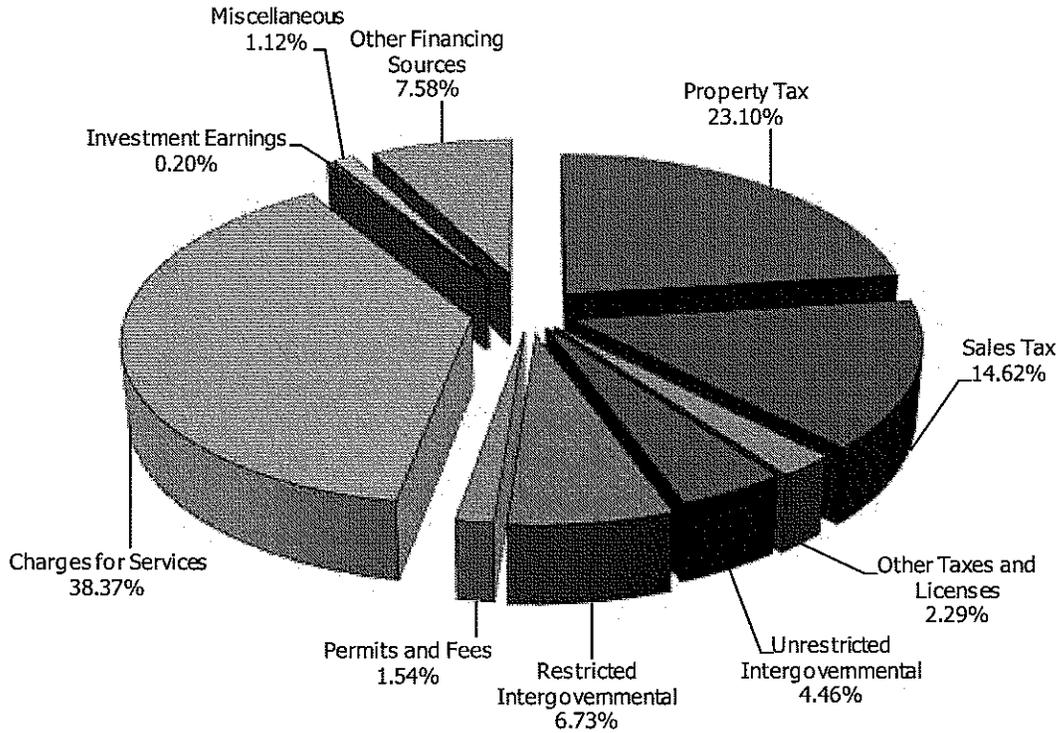
### TOTAL BUDGET SUMMARY

(Net of Interfund Transfers and Prior Years Authorizations)

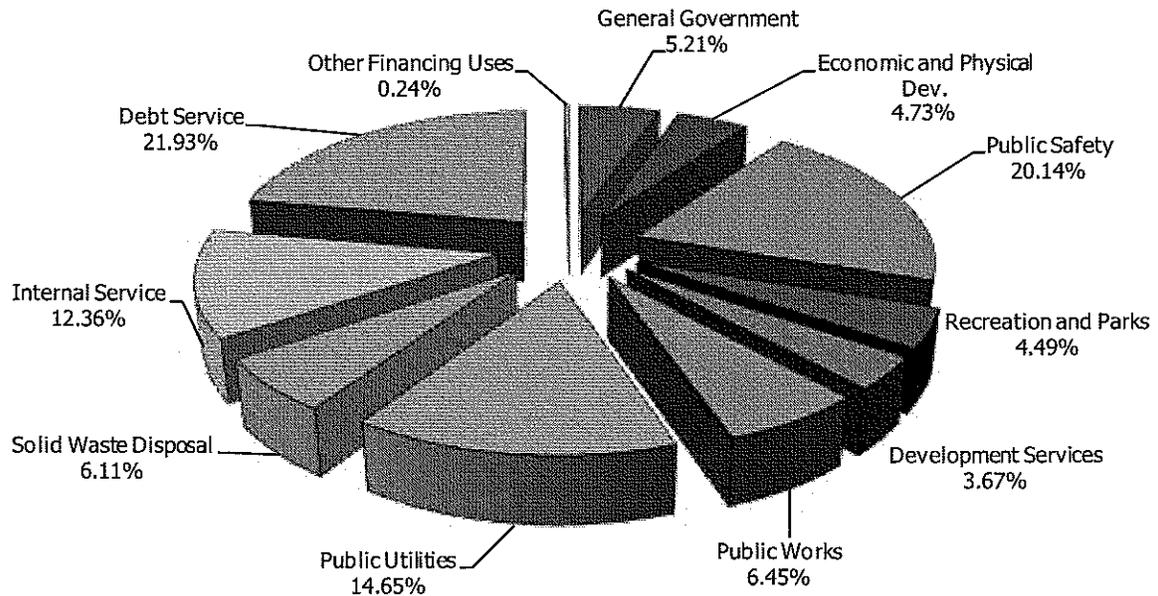
	<b>FY 08-09 Actual</b>	<b>FY 09-10 Amended Budget</b>	<b>FY 10-11 Adopted Budget</b>	<b>% CHANGE</b>
<b>REVENUE</b>				
Property Tax	17,099,460	17,459,503	18,404,106	5.41%
Sales Tax	10,707,902	10,529,965	11,648,149	10.62%
Other Taxes and Licenses	921,407	932,164	1,821,500	95.41%
Unrestricted Intergovernmental	3,324,391	2,931,550	3,556,700	21.32%
Restricted Intergovernmental	30,433,274	74,977,619	5,360,759	-92.85%
Permits and Fees	905,119	911,493	1,227,150	34.63%
Charges for Services	25,801,333	28,900,233	30,575,189	5.80%
Investment Earnings	576,358	310,388	160,245	-48.37%
Miscellaneous	2,941,461	843,264	892,748	5.87%
Other Financing Sources	(2,271,562)	(33,718,541)	6,040,869	-117.92%
<b>TOTAL</b>	<b>90,439,143</b>	<b>104,077,638</b>	<b>79,687,415</b>	<b>-23.43%</b>
<b>EXPENDITURE/EXPENSE</b>				
General Government	2,666,618	1,656,895	4,155,045	150.77%
Economic and Physical Dev.	3,775,392	13,715,954	3,772,667	-72.49%
Public Safety	15,810,210	19,308,657	16,047,509	-16.89%
Recreation and Parks	2,920,968	3,536,935	3,581,196	1.25%
Development Services	2,923,561	3,205,506	2,924,348	-8.77%
Public Works	4,581,398	6,180,478	5,142,349	-16.80%
Public Utilities	49,513,078	23,939,275	11,673,560	-51.24%
Solid Waste Disposal	4,490,485	4,591,277	4,872,259	6.12%
Internal Service	4,290,137	8,889,027	9,850,206	10.81%
Debt Service	3,376,194	18,814,284	17,477,176	-7.11%
Other Financing Uses	9,402,676	239,350	191,100	-20.16%
<b>TOTAL</b>	<b>103,750,717</b>	<b>104,077,638</b>	<b>79,687,415</b>	<b>-23.43%</b>

# BUDGET SUMMARY

## Total City-Wide Revenue Adopted Budget FY 10-11



## Total City-Wide Expenditures Adopted Budget FY 10-11



# BUDGET SUMMARY

## EXPENDITURES

For FY 11 the total expenditures of all funds are \$387,827,371 with \$308,139,956 in interfund transfers and prior years' appropriations, resulting in a net budget of \$79,687,415. Expenditures are budgeted in major areas or functions. These are: General Government, Economic and Physical Development, Public Safety, Recreation and Parks, Development Services, Public Services, Water/Sewer, Solid Waste Disposal, Internal Services, Debt Service and Other Financing Uses.

### **General Government**

General Government activities provide the administrative, legal, fiscal and other support for all City services. This includes the departmental budget for departments such as City Council, City Manager, Non-Departmental, City Clerk, Finance, Legal, and Elections. Expenditures in this area are expected to be \$4.2 million, or 5.2% of the total budget.

### **Economic and Physical Development**

The Economic and Physical Development function consists of the General Government type projects, including capital projects like the Public Safety Building and Fire Station #5, as well as other multi-year development projects. This category significantly decreased this fiscal year because several large projects were budgeted last fiscal year and are still ongoing. Comparatively smaller new projects were taken on for FY 11. In FY 11, the total budget for these activities is \$3.8 million, for 4.7% of the total budget.

### **Public Safety**

Public Safety activities consist of the activities of the Police and Fire Departments. The budgeted expenditures for FY 11 are \$16.0 million, which is 20.1% of the total budget.

### **Recreation and Parks**

The Recreation and Parks programs consist of Recreation Centers, Parks, Athletics, Senior Citizens Programs, and Special Events. For FY 11, this function totals \$3.6 million, or 4.5% of the total budget.

### **Development Services**

Development Services includes Planning, Building Inspections, Code Enforcement, and Community Development. The budget for these functions totals almost \$2.9 million in FY 11, or 3.7% of the total budget.

### **Public Services**

Public Services activities include Engineering, Facilities Maintenance Services, Streets, Water Quality, and Stormwater Drainage Maintenance. This function's budget for FY 11 is \$5.1 million, or 6.5% of the total budget.

# BUDGET SUMMARY

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## **Water and Sewer/Public Utilities**

The Water and Sewer functions include all activities related to the provision of water and sewer services. This includes Utilities Maintenance, Metering, Engineering, Water Supply, and Wastewater at a total cost of \$11.7 million, or 14.7% of the total budget.

## **Solid Waste Disposal**

Solid Waste Disposal activities consist of residential waste and recycling collections as well as the administration of the contracts for commercial waste collection. The budget for this function is \$4.9 million, which is 6.1% of the total budget.

## **Internal Services**

Internal Services provide Fleet Maintenance, City Hall Maintenance, Information Technology Services, Video/Media Services, and Self Insurance to the internal user departments. Video/Media is partially funded by charges to Onslow County and the Onslow Water and Sewer Authority (ONWASA) in return for services provided to them. In FY 11, the budgeted expenditures for these activities are \$9.9 million, or 12.4% of the total budget.

## **Debt Service**

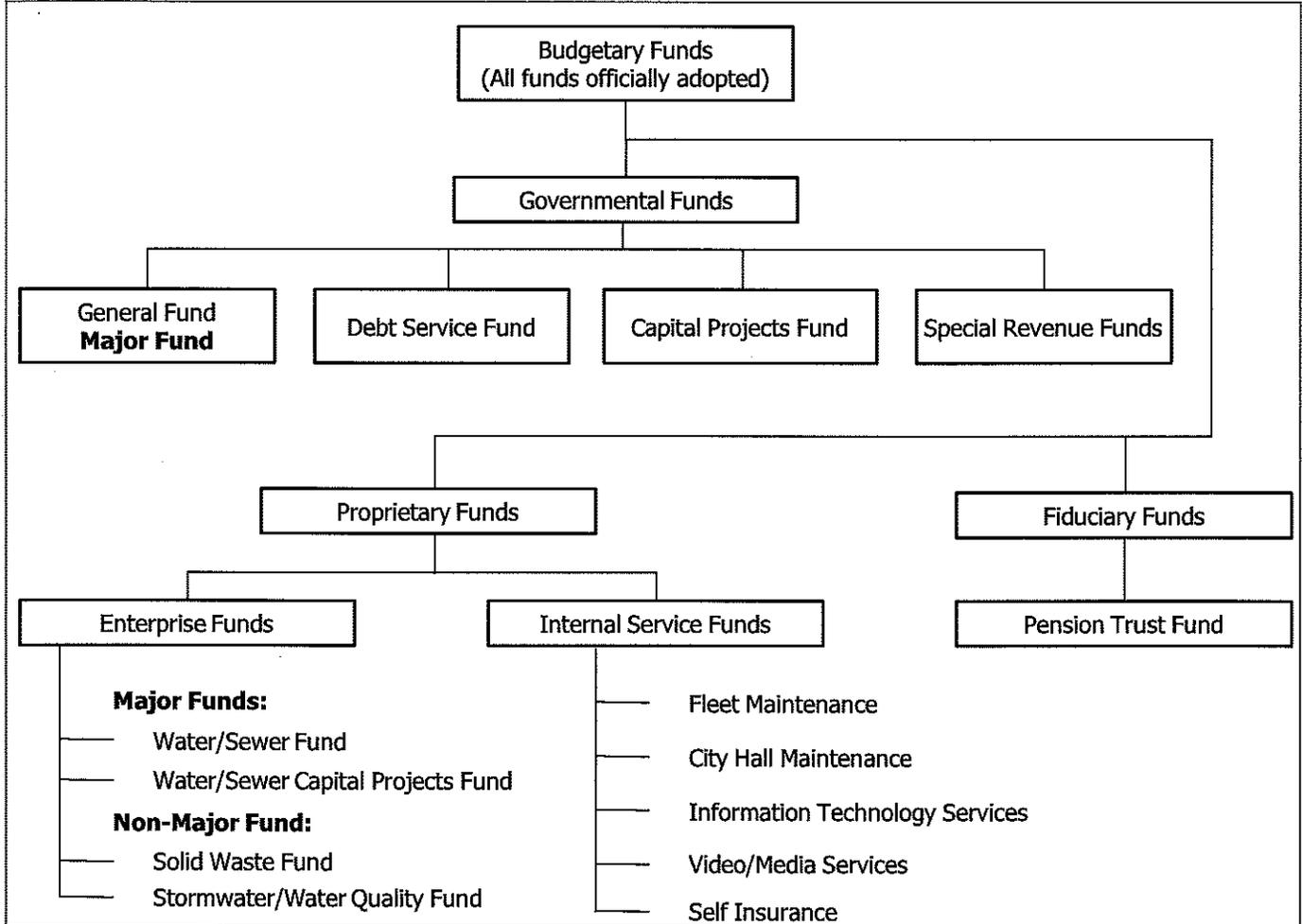
This provides the debt service payments on outstanding installment purchase debt and state revolving loan funds. The budget amount for FY 11 is \$17.5 million, or 21.9% of the total budget.

## **Other Financing Uses**

The Other Financing Uses consists primarily of depreciation. The budget for the category is \$191,100 in FY 11, which is .2% of the total budget.

# BUDGET SUMMARY

## City of Jacksonville Fund Structure



# BUDGET SUMMARY

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## MAJOR OPERATING FUNDS

In this section you will find a Budget Summary showing the FY 08-09 actual expenditures and comparing the FY 10 Amended Budget and the FY 11 Adopted Budget for the Major Funds in the aggregate and individually for each of the Major Operating Funds. In the next section there is a summary of all Non-Major Funds in the aggregate and individual summaries for a couple of Non-Major Funds that are considered major in our annual report, but not in the budget report, because they are less than 10% of the total budget for the City. Below the statement for the Non-Major Funds is a reconciliation of the Major and Non-Major Funds to the Total Budget Summary.

The largest Major Fund is the **General Fund**, which as a governmental fund and the general purpose fund of the City, provides many basic services such as police, fire, parks and recreation, streets, and is supported by property taxes, sales taxes, fees, revenues from state and federal governments and other sources.

The **Water and Sewer Fund**, which is a Proprietary Fund, accounts for the water and sewer activities of the City and is supported mainly by user fees, developer fees and debt financing. The Proprietary Fund is composed of two fund types – enterprise and internal service. The Water and Sewer Fund is an enterprise fund. An enterprise fund is established to account for operations that are financed and operated in a manner similar to private business enterprises. Expenditures in these funds are financed primarily through user fees. The City has three enterprise funds: the Water and Sewer Fund, the Solid Waste Fund, and the Stormwater/Water Quality Fund. Of these, only the Water and Sewer Fund qualifies as a major fund for budget reporting purposes, because its budget exceeds 10% of the total budget for the City.

The **Water and Sewer Capital Projects Fund** is a proprietary, enterprise fund that accounts for financial resources to be used for the acquisition or construction of major capital facilities pertaining to water or sewer operations. Later in this book there is a section that describes the activity of all capital projects in detail. The Water and Sewer Capital Projects are reported in the Capital Projects Fund summary.

# BUDGET SUMMARY

## City of Jacksonville

FY 10-11

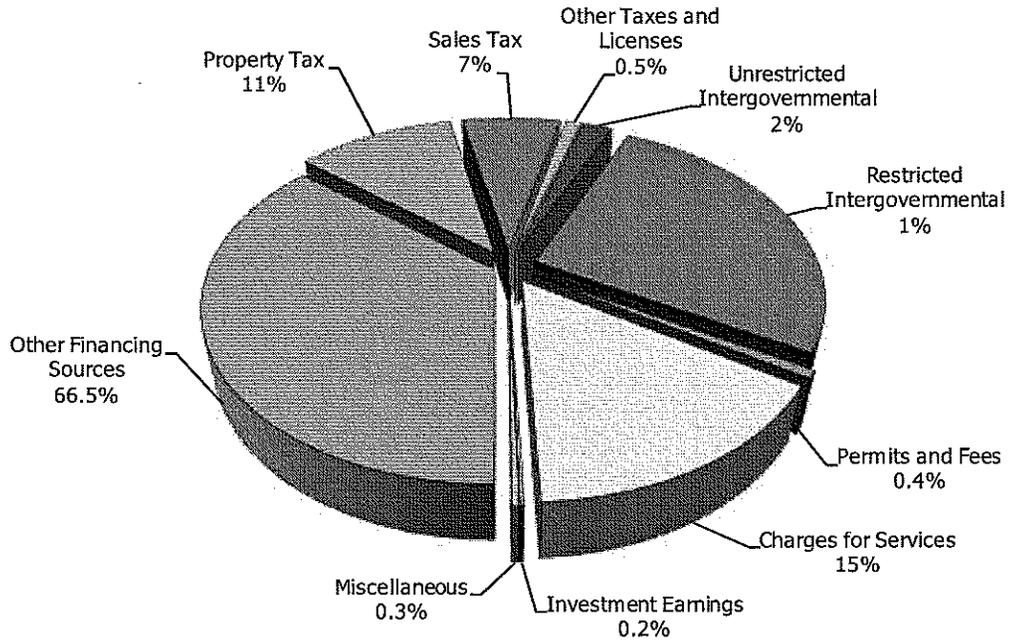
### MAJOR FUNDS BUDGET SUMMARY

(Net of Interfund Transfers and Prior Years Authorizations)

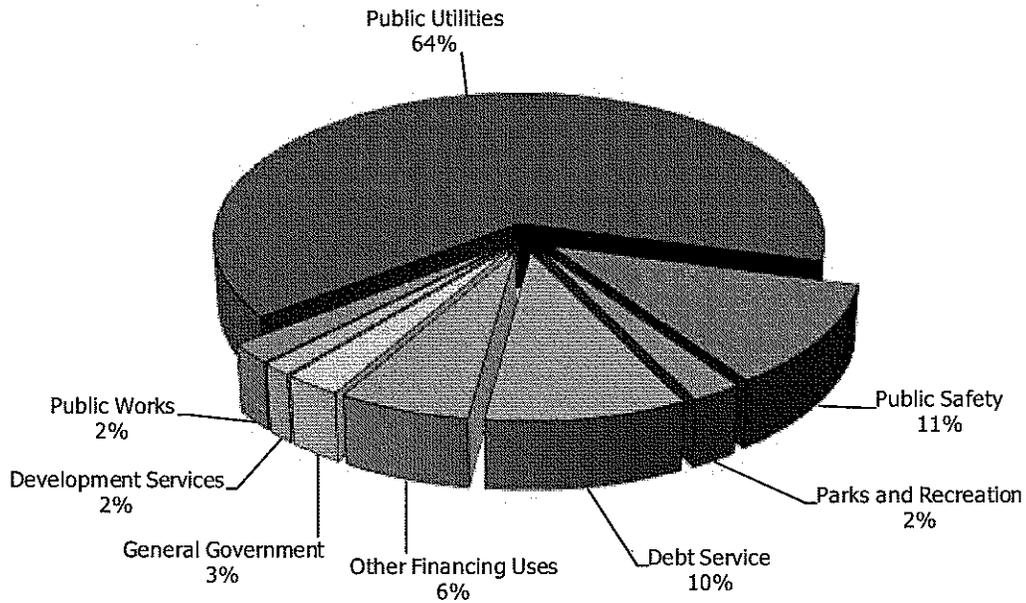
	FY 08-09 Actual	FY 09-10 Amended Budget	FY 10-11 Adopted Budget	% Change
<b>REVENUE</b>				
Property Tax	17,099,460	17,459,503	18,404,106	5.41%
Sales Tax	10,707,902	10,529,965	11,648,149	10.62%
Other Taxes and Licenses	921,407	932,164	1,821,500	95.41%
Unrestricted Intergovernmental	3,324,391	2,931,550	3,556,700	21.32%
Restricted Intergovernmental	20,863,817	45,314,245	45,582,338	0.59%
Permits and Fees	891,919	862,543	1,188,000	37.73%
Charges for Services	20,605,938	24,366,269	26,362,056	8.19%
Investment Earnings	386,464	370,811	318,186	-14.19%
Miscellaneous	2,486,982	537,470	553,014	2.89%
Other Financing Sources	3,568,393	67,002,756	62,206,216	-7.16%
<b>SUB-TOTAL</b>	<u>80,856,673</u>	<u>170,307,276</u>	<u>171,640,265</u>	
(Less Prior Year Appropriations)		(86,698,126)	(100,706,387)	
<b>TOTAL</b>	<u>80,856,673</u>	<u>83,609,150</u>	<u>70,933,878</u>	<u>-15.16%</u>
<b>EXPENDITURE</b>				
General Government	3,273,243	3,743,447	4,524,223	20.86%
Development Services	2,029,058	2,684,471	2,445,840	-8.89%
Public Works	3,421,334	3,628,040	3,782,804	4.27%
Public Utilities	33,543,163	109,064,218	110,558,955	1.37%
Public Safety	15,877,238	18,548,418	19,285,797	3.98%
Recreation and Parks	3,146,948	3,954,000	4,073,863	3.03%
Debt Service	3,324,862	17,720,998	16,264,732	-8.22%
Other Financing Uses	16,048,745	10,963,684	10,704,051	-2.37%
(Less Prior Year Appropriations)		(86,698,126)	(100,706,387)	
<b>TOTAL</b>	<u>80,664,591</u>	<u>83,609,150</u>	<u>70,933,878</u>	<u>-15.16%</u>

# BUDGET SUMMARY

## Total Major Funds Revenue Adopted Budget FY 10-11



## Total Major Funds Expenditures Adopted Budget FY 10-11



# BUDGET SUMMARY

## City of Jacksonville

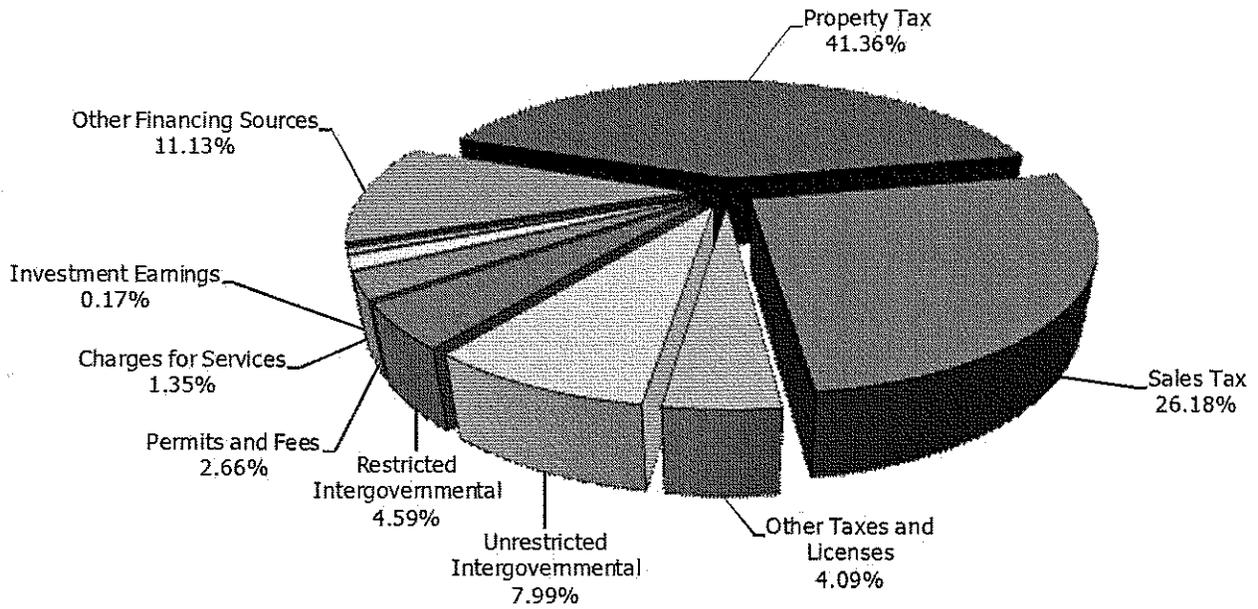
### FY 10-11 GENERAL FUND BUDGET SUMMARY

(Including Interfund Transfers)

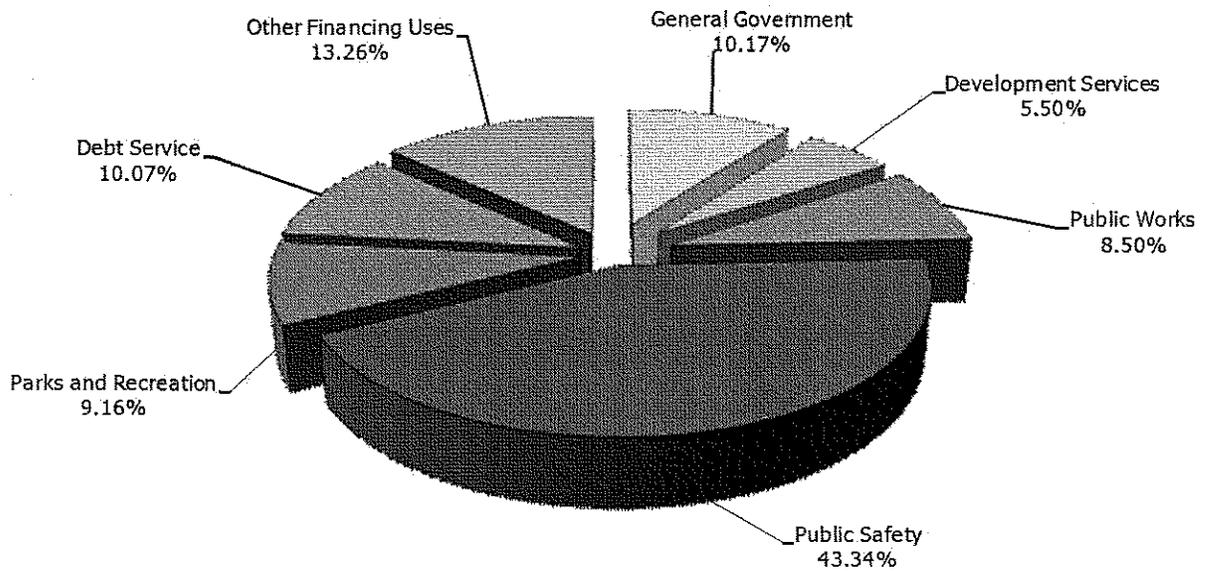
	<b>FY 08-09 Actual</b>	<b>FY 09-10 Amended Budget</b>	<b>FY 10-11 Adopted Budget</b>	<b>% Change</b>
<b>REVENUE</b>				
Property Tax	17,099,460	17,459,503	18,404,106	5.41%
Sales Tax	10,707,902	10,529,965	11,648,149	10.62%
Other Taxes and Licenses	921,407	932,164	1,821,500	95.41%
Unrestricted Intergovernmental	3,324,391	2,931,550	3,556,700	21.32%
Restricted Intergovernmental	2,310,840	2,203,157	2,041,250	-7.35%
Permits and Fees	880,569	851,843	1,182,000	38.76%
Charges for Services	529,356	516,620	600,360	16.21%
Investment Earnings	317,099	155,207	73,817	-52.44%
Miscellaneous	214,123	200,626	215,380	7.35%
Other Financing Sources	2,163,562	8,212,352	4,950,756	-39.72%
<b>TOTAL</b>	<b>38,468,709</b>	<b>43,992,987</b>	<b>44,494,018</b>	<b>1.14%</b>
<b>EXPENDITURE</b>				
General Government	3,273,243	3,743,447	4,524,223	20.86%
Development Services	2,029,058	2,684,471	2,445,840	-8.89%
Public Works	3,421,334	3,628,040	3,782,804	4.27%
Public Safety	15,877,238	18,548,418	19,285,797	3.98%
Parks and Recreation	3,146,948	3,954,000	4,073,863	3.03%
Debt Service	2,331,605	4,667,700	4,480,597	-4.01%
Other Financing Uses	7,651,878	6,766,911	5,900,894	-12.80%
<b>TOTAL</b>	<b>37,731,304</b>	<b>43,992,987</b>	<b>44,494,018</b>	<b>1.14%</b>

# BUDGET SUMMARY

## Total General Fund Revenue Adopted Budget FY 10-11



## Total General Fund Expenditures Adopted Budget FY 10-11



## BUDGET SUMMARY

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The **General Fund** is the general purpose fund of the City, which provides many basic services such as police, fire, and street maintenance, and is supported by property taxes, sales taxes, fees, revenues from state and federal governments and other sources. The FY 11 major changes in the revenues are the increase in the Other Taxes and Licenses, primarily because of the estimated revenue of \$900,000 expected from the approval of the Occupancy Tax that takes effect July 1, and the estimated increase from Sales Tax revenue of \$1.1 million due to increased collections in FY 10 and anticipated growth in FY 11. The occupancy tax revenue will be offset by the payment to Jacksonville Tourism Authority. The Unrestricted Intergovernmental income is projected to increase by more than \$625,000 because of increases in the utility franchise tax and Beer and wine tax. In FY 10 the beer and wine tax was reduced by 2/3 by the State. Another drastic reduction in investment earnings is anticipated as a consequence of the national market.

There is only one significant increase (over 10%) in expenditures projected for the General Fund. This is the payment of the collection of occupancy tax to the Jacksonville Tourism Authority that comes from General Government. There is a 14% decrease in Other Financing Uses where the transfer to the Solid Waste fund has been significantly reduced from the prior year. This decrease in the transfer will only be for one year, as the Solid Waste Fund has accumulated fund balance that will be used to cover expenses for FY 11 only. Next year this transfer will have to be reinstated. Overall, efforts have been made to curtail or reduce expenditures in light of the current economy.

# BUDGET SUMMARY

## City of Jacksonville

**FY 10-11**

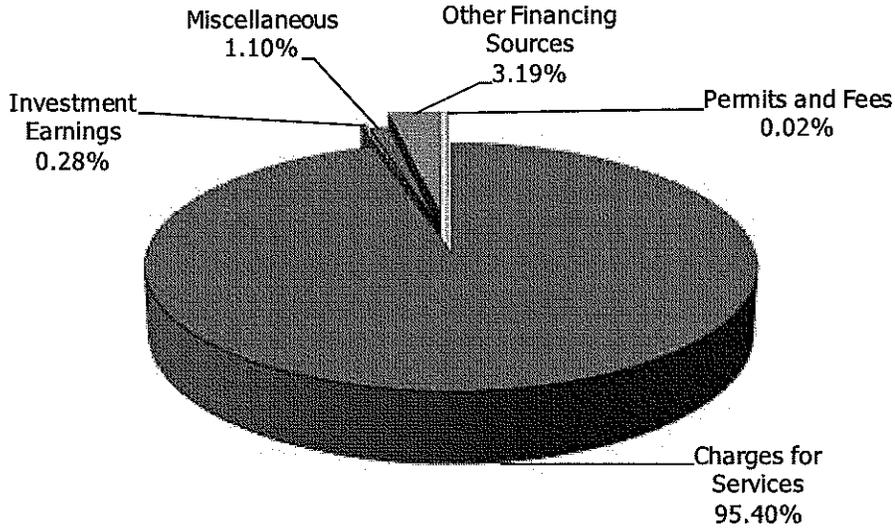
### WATER/SEWER FUND BUDGET SUMMARY

(Including Interfund Transfers)

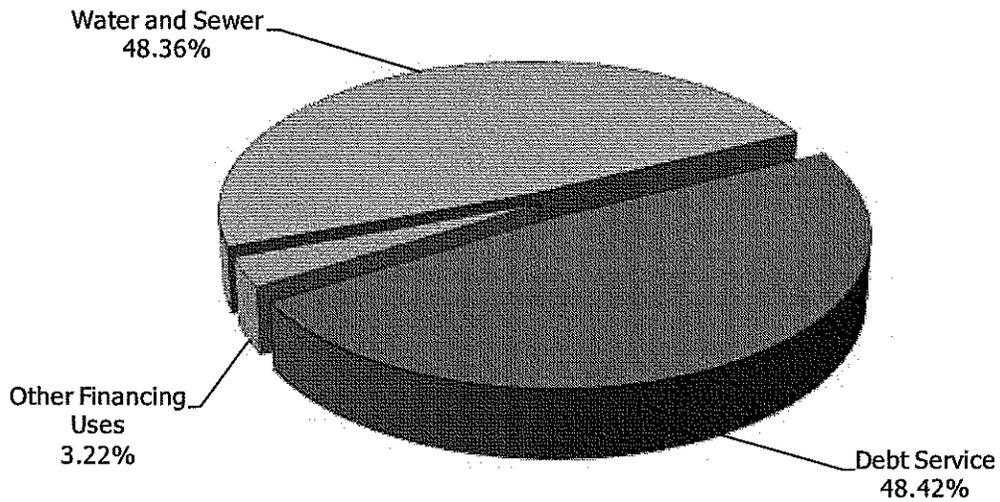
	<b>FY 08-09 Actual</b>	<b>FY 09-10 Amended Budget</b>	<b>FY 10-11 Adopted Budget</b>	<b>% CHANGE</b>
<b>REVENUE</b>				
Permits and Fees	11,350	10,700	6,000	-43.93%
Charges for Services	19,301,619	21,304,781	23,216,828	8.97%
Investment Earnings	69,365	40,000	68,765	71.91%
Miscellaneous	2,272,859	267,844	268,634	0.29%
Other Financing Sources	3,868,518	3,984,577	776,893	-80.50%
<b>TOTAL</b>	<b>25,523,711</b>	<b>25,607,902</b>	<b>24,337,120</b>	<b>-4.96%</b>
<b>EXPENSE</b>				
Water and Sewer	8,939,395	11,252,724	11,769,204	4.59%
Debt Service	993,257	13,053,298	11,784,916	-9.72%
Other Financing Uses	7,168,955	1,301,880	783,000	-39.86%
<b>TOTAL</b>	<b>17,101,607</b>	<b>25,607,902</b>	<b>24,337,120</b>	<b>-4.96%</b>

# BUDGET SUMMARY

## Total Water/Sewer Fund Revenue Adopted Budget FY 10-11



## Total Water/Sewer Fund Expense Adopted Budget FY 10-11



# BUDGET SUMMARY

**Water and Sewer Fund** accounts for the water and sewer activities of the City and its sources of revenue are primarily user fees, developer fees and debt financing. The Water and Sewer Capital Projects are reported in the Water and Sewer Capital Projects Fund summary.

The Water/Sewer Fund budget shows a total of \$24.3 million in revenues, which is slightly (5.0%) less than the FY 10 budget. In FY 04 City Council approved the construction of a water treatment plant and in FY 05 approved the expansion of our land application wastewater treatment plant. The water treatment plant was originally scheduled to begin operations in October 2009 but was delayed until June 2010. The expansion of the land application facility has been completed as of April 2010, which was three months past the original estimated date of completion. As a result of the recent rate study, incremental rate increases were scheduled to occur. However, delays in the completion of the water treatment plant and the wastewater expansion plant have eliminated the need for a rate increase for FY 11.

The decreases in expenditures are related to the delay in completion of the new water treatment plant and the expansion of the land application wastewater treatment facility, and a reduction of debt service payments related to projects that have been delayed. These delays allowed the City to split the anticipated revenue bond issue into two \$25 million issues instead of the planned \$50 million as projected for FY 10.

The first table below shows the current **water rate** and the typical monthly residential customer's water bill. The typical monthly residential customer is defined as a customer who uses 5,000 gallons per month. The second table shows the same information for **sewer**.

<b>Monthly Water Rate/Typical Resident</b>		
	Current	Budgeted FY 11
Fixed	15.65	15.65
Variable (1,000 gal)	2.85	2.85
Typical Residential	\$24.20	\$24.20

<b>Monthly Sewer Rate/Typical Resident</b>		
	Current	Budgeted FY 11
Fixed	32.49	32.49
Variable (1,000 gal)	3.92	3.92
Typical Residential	\$44.25	\$44.25

# BUDGET SUMMARY

Below is an additional table which shows the combined water/sewer typical monthly residential customer's bill.

<b><u>Combined Monthly Water &amp; Sewer for a Typical Resident</u></b>		
Water/Sewer	Current	Budgeted FY 11
Typical Residential	\$68.45	\$68.45

In order to comply with water conservation guidance, the City's rate structure utilizes an escalating rate as usage increases. This results in reducing the costs for those who use less water. The recommended scheduled for water and sewer for FY 11 is below:

Gallons	Water	Sewer
0 - 2,000	\$15.65 flat fee	\$32.49 flat fee
2,001 - 9,999	\$2.40/1,000	\$3.47/1,000
10,000 - 29,999	\$3.00/1,000	\$3.87/1,000
30,000 - 69,999	\$3.30/1,000	\$4.17/1,000
over 70,000	\$3.60/1,000	\$4.47/1,000

The City received formal approval from the North Carolina Local Government Commission for a State Revolving Loan (SRL) for the construction of the water treatment facility in May 2007. The total award is \$39,995,263, payable over 20 years at 2.1% and no debt payments are required until six months after construction and the North Carolina Division of Water Quality certifies the project is completed. This award of almost \$40 million is the second largest Clean Water SRL award made to date in North Carolina. The award of 2.1% interest versus the projected 4.5% could result in significant interest savings of about \$7.2 million over the life of the loan. The City has also been awarded a \$17.5 million loan from Construction Grants and Loans with similar terms for the construction of the expansion to the land application wastewater treatment plant. The City had a rate study by a consulting firm for future water and sewer rates last year. A financial advisor was hired to guide us through the process of issuing revenue bonds to complete the funding for the treatment facility and the land application. The City's first bonds were sold in September 2010 in the amount of \$25 million through private placement to cover the land application expansion and the Buddy Phillips Bridge sewer project. We are expecting to complete a second sale of \$25 million in early FY 11 for the remainder of the water treatment plant as well as other water and sewer projects that have been approved through the 5-year CIP.

# BUDGET SUMMARY

## City of Jacksonville FY 10-11 WATER AND SEWER CAPITAL PROJECTS FUND BUDGET SUMMARY (Including Interfund Transfers)

	FY 08-09 Year to Date Actual	FY 09-10 Amended Budget	FY 10-11 Adopted Budget	% Change
<b>REVENUE</b>				
Restricted Intergovernmental	18,552,977	43,111,088	43,541,088	1.00%
Charges for Services	774,963	2,544,868	2,544,868	0.00%
Investment Earnings	-	175,604	175,604	0.00%
Miscellaneous	-	69,000	69,000	0.00%
Other Financing Sources	(2,463,687)	54,805,827	56,478,567	3.05%
<b>SUBTOTAL</b>	<b>16,864,253</b>	<b>100,706,387</b>	<b>102,809,127</b>	2.09%
(Less Prior Year Authorized)		(86,698,126)	(100,706,387)	16.16%
<b>NET REVENUES</b>	<b>16,864,253</b>	<b>14,008,261</b>	<b>2,102,740</b>	<b>-84.99%</b>
<b>EXPENSE</b>				
Water and Sewer	24,603,768	97,811,494	98,788,970	1.00%
Other Financing Uses	1,227,912	2,894,893	4,020,157	38.87%
<b>SUBTOTAL</b>	<b>25,831,680</b>	<b>100,706,387</b>	<b>102,809,127</b>	2.09%
(Less Prior Year Authorized)		(86,698,126)	(100,706,387)	16.16%
<b>NET EXPENSES</b>	<b>25,831,680</b>	<b>14,008,261</b>	<b>2,102,740</b>	<b>-84.99%</b>

FY 08-09 represents year to date actual activity

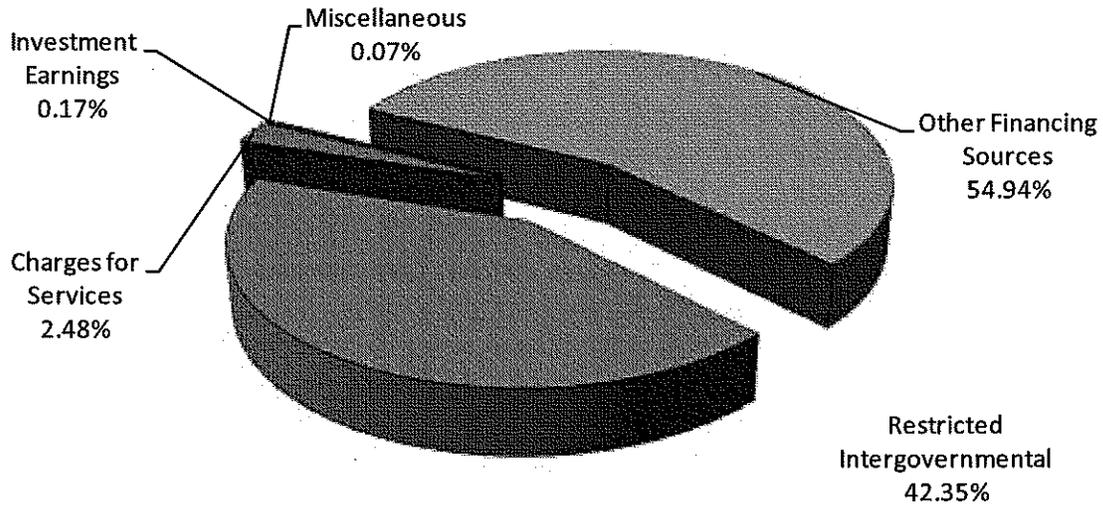
FY 09-10 represents total amended project budget as of 04/27/10

FY 10-11 represents additional requests as new projects or additions to existing projects

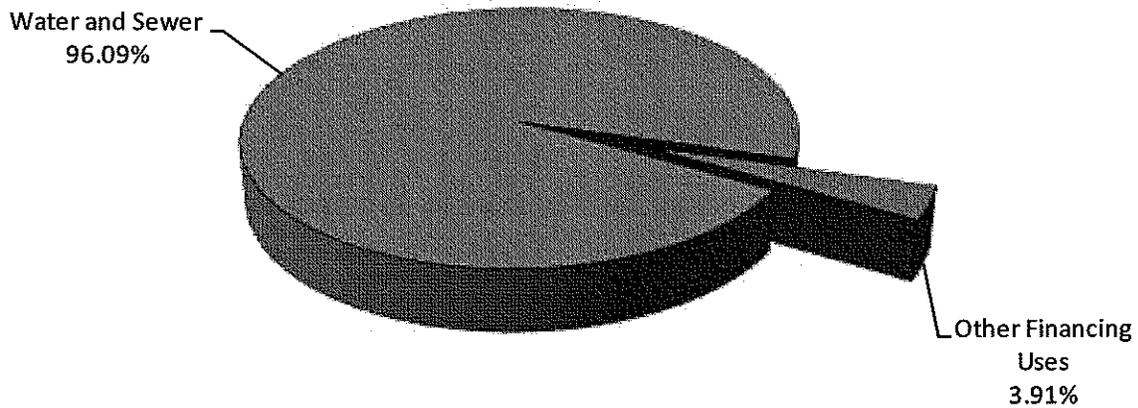
Capital projects are funded for multiple years. The FY 08-09 actual revenues reflect only those revenues that came in during the fiscal year of 08-09. Expenditures exceed revenues because some financing revenues were received in the year prior to the expenditure. The FY 09-10 column shows the total budget for the projects. The FY 10-11 Adopted Budget column shows a combination of the total for new projects and the total for old projects not yet completed. At the bottom of each budget year the prior year authorized amount is deducted to show the net amount for the budget year.

# BUDGET SUMMARY

## Water/Sewer Capital Projects Revenue Adopted Budget FY 10-11



## Water/Sewer Capital Projects Expenses Adopted Budget FY 10-11



# BUDGET SUMMARY

## NON-MAJOR FUNDS

All other funds not classified as Major Funds are reported here as Non-Major. Note that the negative expenditure amounts in the adopted budget for FY 2011 is a direct result of the Capital Reserve Fund, which are funds set aside by City Council for future capital improvements. An aggregate summary is shown for all Non-Major Funds. For further clarification, some of the more significant Non-Major Funds are explained below.

**Solid Waste Fund** accounts for the solid waste collection activities of the City including recycling. The City does not operate a landfill and utilizes the one operated by the County. The City collects a tipping fee from its customers to cover the charges from the County for dumping the waste at their landfill. A high percentage of the revenue for this fund, 52.7%, comes from use of fund balance and through a transfer from the General Fund. For FY 11 the General Fund transfer will be significantly reduced compared to prior years. The Solid Waste fund balance will be used instead. There is an increase in expenses largely due to salary raises and increased benefits cost.

**Stormwater Fund** accounts for storm drain maintenance and repair; storm drain identification, identification and elimination of illicit discharges into storm drains and water ways. Public education, outreach, and providing for water quality monitoring of the New River Basin are included as activities in this fund. Debt Service expenses reflect the increased long-term borrowing payments.

**Internal Service Funds** - The Internal Service Funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the City, on a cost-reimbursement basis. The City of Jacksonville has five Internal Service Funds:

- Fleet Maintenance Fund
- City Hall Maintenance Fund
- Information Technology Services Fund
- Video-Media Services Fund
- Self Insurance (Health Benefits)

**Fiduciary Funds** account for the assets held by the City in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and/or other funds. Fiduciary Funds is only the following fund:

- **Pension Trust Fund** - Fiduciary fund types are custodial in nature and do not involve measurement of the City's operations. The City has a Pension Trust Fund, which is the special separation allowance fund that accounts for the Law Enforcement Officers' Special Separation Allowance, a single-employer, public employee retirement system.

# BUDGET SUMMARY

## City of Jacksonville

**FY 10-11**

### NON-MAJOR FUNDS BUDGET SUMMARY

(Net of Interfund Transfers and Prior Years Authorizations)

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Amended Budget</b>	<b>FY 10-11 Adopted Budget</b>	<b>% CHANGE</b>
<b>REVENUE</b>				
Restricted Intergovernmental	9,569,457	29,663,374	(40,221,579)	-235.59%
Permits and Fees	13,200	48,950	39,150	-20.02%
Charges for Services	5,195,395	4,533,964	4,213,133	-7.08%
Investment Earnings	189,894	(60,423)	(157,941)	161.39%
Miscellaneous	454,479	305,794	339,734	11.10%
Other Financing Sources	(5,839,955)	(100,721,297)	(56,165,347)	-44.24%
(Less: Prior Year Appropriations)		(86,698,126)	(100,706,387)	
<b>TOTAL</b>	<b>9,582,470</b>	<b>(152,927,764)</b>	<b>(192,659,237)</b>	<b>25.98%</b>
<b>EXPENDITURE/EXPENSE</b>				
General Government	(606,625)	(2,086,552)	(369,178)	-82.31%
Economic and Physical Dev.	3,775,392	13,715,954	3,772,667	-72.49%
Public Safety	(67,028)	760,239	(3,238,288)	-525.96%
Recreation and Parks	(225,980)	(417,065)	(492,667)	18.13%
Development Services	894,503	521,035	478,508	-8.16%
Public Works	1,160,064	2,552,438	1,359,545	-46.74%
Public Utilities	15,969,915	(85,124,943)	(98,885,395)	16.17%
Solid Waste Disposal	4,490,485	4,591,277	4,872,259	6.12%
Internal Service	4,290,137	8,889,027	9,850,206	10.81%
Debt Service	51,332	1,093,286	1,212,444	10.90%
Other Financing Uses	(6,646,069)	(10,724,334)	(10,512,951)	-1.97%
(Less: Prior Year Appropriations)		(86,698,126)	(100,706,387)	
<b>TOTAL</b>	<b>23,086,126</b>	<b>(152,927,764)</b>	<b>(192,659,237)</b>	<b>25.98%</b>

# BUDGET SUMMARY

## City of Jacksonville FY 10-11 SOLID WASTE DISPOSAL

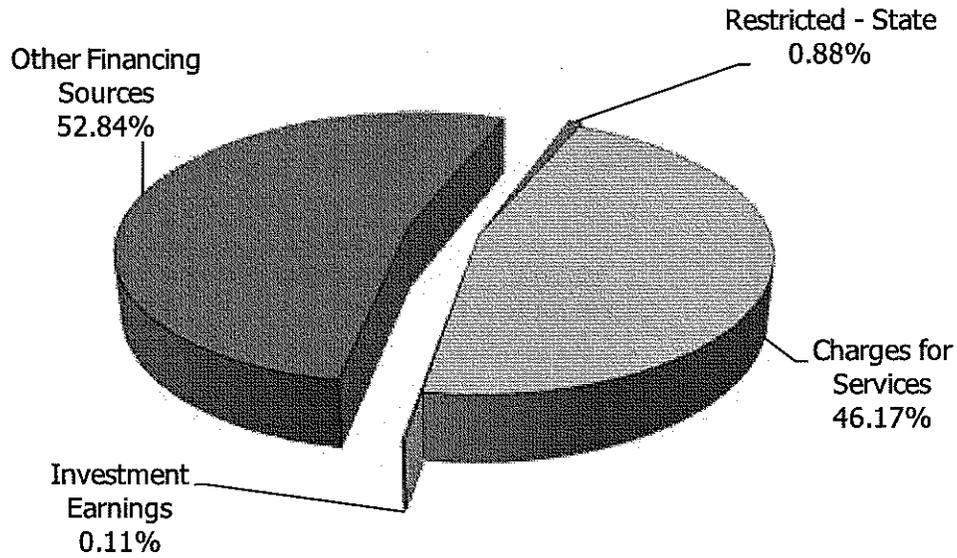
(Including Interfund Transfers)

	FY 08-09 Actual	FY 09-10 Amended Budget	FY 10-11 Adopted Budget	% Change
<b>REVENUE</b>				
Restricted - State	23,295	48,000	52,000	8.33%
Charges for Services	2,594,442	2,733,974	2,721,980	-0.44%
Investment Earnings	29,703	12,121	6,342	-47.68%
Other Financing Sources	3,338,904	2,891,397	3,114,769	7.73%
<b>TOTAL</b>	<b>5,986,344</b>	<b>5,685,492</b>	<b>5,895,091</b>	<b>3.69%</b>
<b>EXPENSE</b>				
Solid Waste Disposal	4,883,847	5,271,483	5,529,632	4.90%
Debt Service	33,469	412,009	365,459	-11.30%
Other Financing Uses		2,000		-100.00%
<b>TOTAL</b>	<b>4,917,316</b>	<b>5,685,492</b>	<b>5,895,091</b>	<b>3.69%</b>

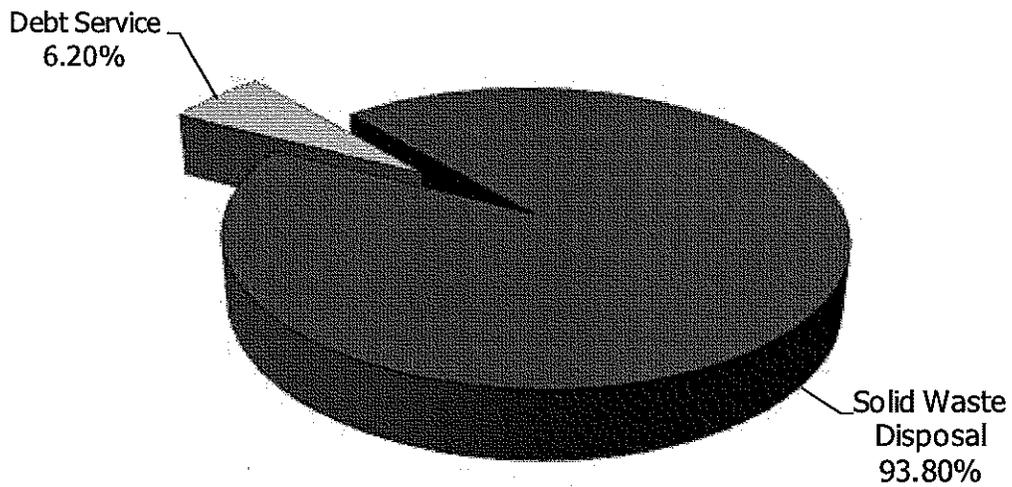
**Solid Waste Fund** accounts for the solid waste collection activities of the City. The City does not operate a landfill and utilizes the one operated by the County. The City collects a tipping fee from its customers to cover the charges from the County for dumping the waste at their landfill. A high percentage of the revenue for this fund, 52.8%, comes from other financing sources including a transfer from General Fund and use of any fund balance. The increased expenses are mainly related to salary benefit increases in the FY 2011 budget, and additional expenditures for capital outlay to replace two refuse trucks.

# BUDGET SUMMARY

## Total Solid Waste Fund Revenue Adopted Budget FY 10-11



## Total Solid Waste Expense Adopted Budget FY 10-11



# BUDGET SUMMARY



## City of Jacksonville FY 10-11 STORMWATER BUDGET SUMMARY

(Including Interfund Transfers)

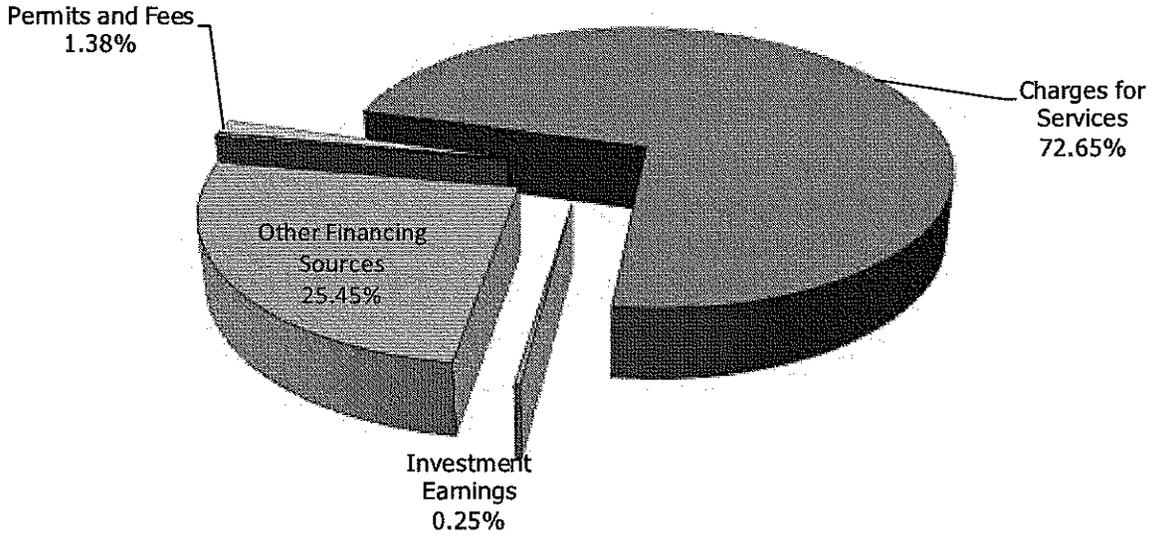
	FY 08-09 Actual	FY 09-10 Amended Budget	FY 10-11 Adopted Budget	% Change
<b>REVENUE</b>				
Resticted - State		6,760	7,500	10.95%
Permits and Fees	13,200	48,950	39,150	-20.02%
Charges for Services	2,028,348	2,063,079	2,063,000	0.00%
Investment Earnings	8,403	3,740	7,202	92.57%
Other Financing Sources	169,211	495,830	722,702	45.76%
<b>TOTAL</b>	2,219,162	2,618,359	2,839,554	8.45%
<b>EXPENSE</b>				
Public Works	1,536,631	1,978,661	1,988,743	0.51%
Debt Service	11,578	561,513	775,726	38.15%
Other Financing Uses	220,321	78,185	75,085	-3.96%
<b>TOTAL</b>	1,768,530	2,618,359	2,839,554	8.45%

**Stormwater Fund** accounts for storm drain identification, maintenance, and repair; identification and elimination of illicit discharges into storm drains and water ways; public education and outreach which includes environmental education about pollution sources; maintenance of best management practices to include rain gardens and the creation of wetlands; and providing for Water Quality Monitoring of the New River Basin.

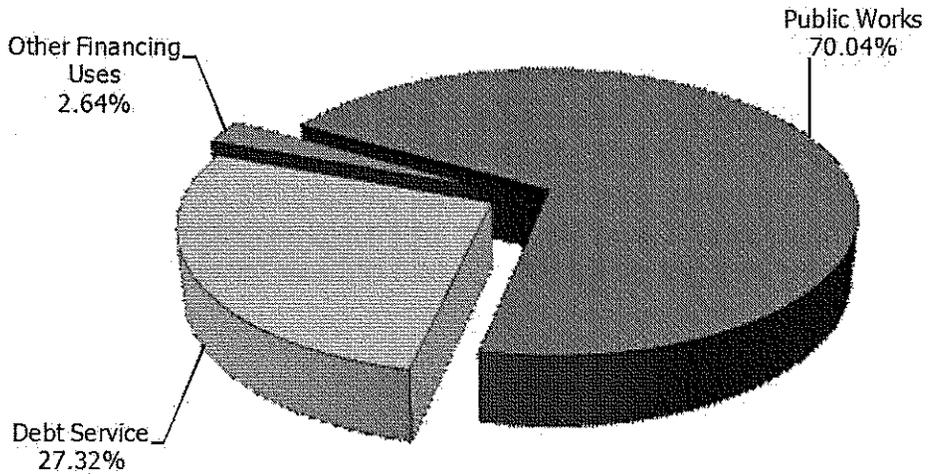
There are increases in Investment Earnings related to additional funds to invest and Other Financing Sources such as installment purchase revenue to finance new equipment and the use of retained earnings. Because of the number of projects there will be an increase in Debt Service expenses due to additional long-term borrowing payments.

# BUDGET SUMMARY

## Total Stormwater Fund Revenue Adopted Budget FY 10-11



## Total Stormwater Fund Expense Adopted Budget FY 10-11



# BUDGET SUMMARY

## DEBT SUMMARY

There are various types of debt a local government can issue. These are:

### **General Obligation Bonds:**

These bonds are backed by the full faith and credit of the City. Principal and interest requirements are provided by appropriations in the year in which they become due. The City currently has no outstanding general obligation bonds.

### **Installment Purchase and Certificates of Participation:**

These methods of financing offer the investor the property purchased as security for the financing. The repayment is subject to annual appropriation by the City Council. In the event of a default the assets may be repossessed or foreclosed.

### **Revenue Bonds:**

This financing method pledges the revenues of operation as collateral for the loan. This type of financing is found in Enterprise Funds such as water and sewer operations. The City currently has outstanding Water/Sewer Revenue Bonds.

### **Loans:**

This method of financing is comprised of State Revolving Loans which are awarded on a competitive basis for the construction of publicly-owned wastewater and water treatment projects; and economic development for the development of infrastructure facilities.

## **LEGAL DEBT MARGIN**

The North Carolina General Statutes set a legal limit on the amount of debt that can be issued by a unit of local government. NCGS 159-55 sets the legal net debt limit at 8% of the City's assessed valuation. Net debt is total outstanding bonded debt plus other outstanding debt, minus debt issued for water and sewer enterprise operations. The legal debt margin is the amount of debt that a unit of local government can legally incur at a given point in time.

As of June 30, 2010 the City of Jacksonville could legally issue an additional \$218 million of debt. The City's net debt as of June 30, 2010 is estimated at .27% of the assessed valuation of the City, well below the 8% legal limit. The City's net debt as of June 30, 2011 is projected at .22% of the assessed valuation of the City.

## BUDGET SUMMARY

	<b>As of June 30, 2010</b>	<b>As of June 30, 2011</b>
Estimated Assessed Valuation	2,823,419,536	2,853,096,696
Legal Debt Limit (8% of Assessed Valuation)	225,873,563	228,247,736
Gross Debt:		
Installment purchases	19,434,446	16,379,876
Loans	65,438,245	61,171,661
Revenue Bonds	26,186,655	45,984,271
Gross Debt	111,059,346	123,535,808
Statutory Deductions:		
Water/Sewer Installment purchases	11,703,886	10,147,112
Water/Sewer Loans	65,438,245	61,171,661
Water/Sewer Revenue Bonds	26,186,655	45,984,271
Total statutory deductions	103,328,786	117,303,044
<b>Total Net Debt</b>	<b>7,730,560</b>	<b>6,232,764</b>
<b>Percent of Assessed Valuation</b>	<b>0.27%</b>	<b>0.22%</b>
<b>Legal Debt Margin</b>	<b>218,143,003</b>	<b>222,014,972</b>

# BUDGET SUMMARY

## DIRECT DEBT PER CAPITA

Debt per capita is a measure used to compare the debt burdens of cities and other local governments. Direct debt per capita is the total outstanding debt minus debt issued for all self-supporting enterprise operations. As of June 30, 2010 the City of Jacksonville's outstanding debt per capita is estimated at approximately \$91. As of June 30, 2011, it is estimated at approximately \$74.

<b>Direct Debt Per Capita:</b>	<b>As of June 30, 2010</b>	<b>As of June 30, 2011</b>
Estimated City Population *	81,873	81,873
Total Direct Debt (not including self-supporting funds)	7,467,660	6,071,074
<b>Direct Debt Per Capita</b>	<b>91</b>	<b>74</b>

\*Population figures are from the NC State Demographer and run a year behind. Therefore, the numbers for FY 2010 are based on the certified 2008 population figure provided by the State Demographer in August 2009. The same figure is used for FY 2011 as no estimate is available for future years.

## DIRECT DEBT AS A PERCENT OF OPERATING BUDGET – GENERAL FUND

The amount of annual debt service for net debt as a percentage of the annual operating budget is another measure of a city's debt burden. For FY 11, debt service for net debt (debt to be retired with general tax revenues) totals approximately \$5.9 million. With a total General Fund operating budget of approximately \$44.5 million, this represents 13.30% of the annual operating budget. It is recommended that annual debt service payments not exceed 15% - 20% of annual operating expenses. Most local governments in North Carolina are in the 10% - 15% range. No debt service in the Water/Sewer Fund and Stormwater Fund is paid with general tax revenues.

<b>Debt Service - % of Operating Budget:</b>	<b>As of June 30, 2010</b>	<b>As of June 30, 2011</b>
Operating Budget	43,992,987	44,494,018
Total Debt Service	7,440,992	5,914,161
<b>% of Operating Budget</b>	<b>16.91%</b>	<b>13.29%</b>

# BUDGET SUMMARY

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## FUND BALANCE

A fund balance represents a fund's total assets (what it owns) minus its liabilities (what it owes). Fund Balance is divided into two primary categories: **reserved**, which is the amount that is required by law to be spent for a specific use (for example, grants or Federal funds), and **unreserved**, which is the amount that is available to fund the following year's budget. Since a large portion of revenue is received in the latter part of the calendar year when property taxes are paid, the amount that is unreserved must be sufficient to fund several months of operations to avoid cash flow problems at the beginning of the year. It should also be sufficient to pay for expenses due to emergencies such as hurricanes or other unforeseen events. Having an adequate unreserved fund balance decreases the City's need for short-term borrowing and is an indication of the City's financial health. For unreserved fund balance, the City Council has set a goal of 20% of the total fund balance.

**Unreserved** fund balance is further divided into **designated** and **undesignated** portions. Designated fund balance is that portion of the unreserved fund balance that represents the City Council's intended future use of resources and is restricted to a specific use, such as for Council Initiatives or the repayment of debt. The undesignated fund balance is the total unreserved minus the designated fund balance.

# BUDGET SUMMARY

The tables below provide a history of fund balance changes and explanations for fluctuations for the General Fund, Water/Sewer Fund, Solid Waste Fund and Stormwater Fund.

<b><u>GENERAL FUND</u></b>	<b>FY 2008-2009 Actual</b>	<b>FY 2009-2010 Projected</b>	<b>FY 2010-2011 Adopted</b>
Revenues	36,305,173	36,822,613	39,543,262
Expenditures	30,237,122	33,031,286	38,593,124
Revenues Over (Under) Expenditures	6,068,051	3,791,327	950,138
Other Financing Sources (Uses)	(5,330,929)	(4,502,737)	(3,357,555)
<b>Net Change in Fund Balance</b>	<b>737,122</b>	<b>(711,410)</b>	<b>(2,407,417)</b>
Fund Balance, Beginning	15,254,547	15,991,669	15,280,259
Fund Balance, Ending	15,991,669	15,280,259	12,872,842
% Change from Prior Year	4.8%	(4.4%)	(15.8%)

The increase in General Fund fund balance of 4.8 % in FY 09 is due mainly to a deliberate cut back in expenditures, which resulted in the City not having to use its fund balance to balance the budget. The decrease of 4.4% in FY 10 is due to the rise in costs during the recessionary period. The decrease estimated for FY 11 is because of a rollback in the property tax rate to revenue neutral coupled with increases in operating costs.

## BUDGET SUMMARY

<b><u>WATER/SEWER FUND</u></b>	<b>FY 2008-2009 Actual</b>	<b>FY 2009-2010 Projected</b>	<b>FY 2010-2011 Adopted</b>
Revenues	21,684,680	22,263,062	23,587,227
Expenditures	17,052,896	18,657,030	23,554,120
Revenues Over (Under) Expenditures	4,631,784	3,606,032	33,107
Transfers In/(Out)	830,001	195,702	851,646
<b>Net Change in Fund Balance</b>	<b>5,461,785</b>	<b>3,801,734</b>	<b>884,753</b>
Fund Balance, Beginning	52,725,925	58,187,710	61,989,444
Fund Balance, Ending	58,187,710	61,989,444	62,874,197
% Change from Prior Year	10.4%	6.5%	1.4%

The increase in Water/Sewer Fund fund balance of 10.4 % in FY 09 is due to a conscious effort to reduce expenditures and an increase in revenues due to growth in customer base. In FY 10 an 8.5% user fee rate increase provided additional revenue and a subsequent 6.5% increase in fund balance. A slight fund balance increase of 1.4% is projected in FY 11; however, fund balance is affected by so many factors throughout the year that this figure may change.

<b><u>SOLID WASTE FUND</u></b>	<b>FY 2008-2009 Actual</b>	<b>FY 2009-2010 Projected</b>	<b>FY 2010-2011 Adopted</b>
Revenues	2,667,721	2,680,089	2,800,322
Expenditures	4,757,063	5,412,280	5,895,091
Revenues Over (Under) Expenditures	(2,089,342)	(2,732,191)	(3,094,769)
Transfers In/(Out)	2,917,828	2,659,192	1,046,027
<b>Net Change in Fund Balance</b>	<b>828,486</b>	<b>(72,999)</b>	<b>(2,048,742)</b>
Fund Balance, Beginning	1,916,139	2,744,625	2,671,626
Fund Balance, Ending	2,744,625	2,671,626	622,884
% Change from Prior Year	43.2%	(2.7%)	(76.7%)

A 43.2% increase in Solid Waste Fund fund balance was realized in FY 09 because of the

## BUDGET SUMMARY

transfer from the General Fund in support of operations. In FY 10, operating costs increased without an offsetting increase in revenues or General Fund support which required a nominal use of fund balance (2.7%). In FY 11, operating costs are expected to increase and General Fund support is being reduced in an effort to use existing Solid Waste Fund fund balance and provide a one-time financial relief to the General Fund. Thus the 76.7% projected reduction in FY 11 fund balance.

<b><i>STORMWATER FUND</i></b>	<b>FY 2008-2009 Actual</b>	<b>FY 2009-2010 Projected</b>	<b>FY 2010-2011 Adopted</b>
Revenues	2,058,159	2,019,475	2,117,852
Expenditures	1,653,473	1,956,250	2,764,469
Revenues Over (Under) Expenditures	404,686	63,225	(646,617)
Transfer In/(Out)	(75,085)	(52,429)	47,915
<b>Net Change in Fund Balance</b>	<b>329,601</b>	<b>10,796</b>	<b>(598,702)</b>
Fund Balance, Beginning	1,371,800	1,701,401	1,712,197
Fund Balance, Ending	1,701,401	1,712,197	1,113,495
% Change from Prior Year	24.0%	0.6%	(35.0%)

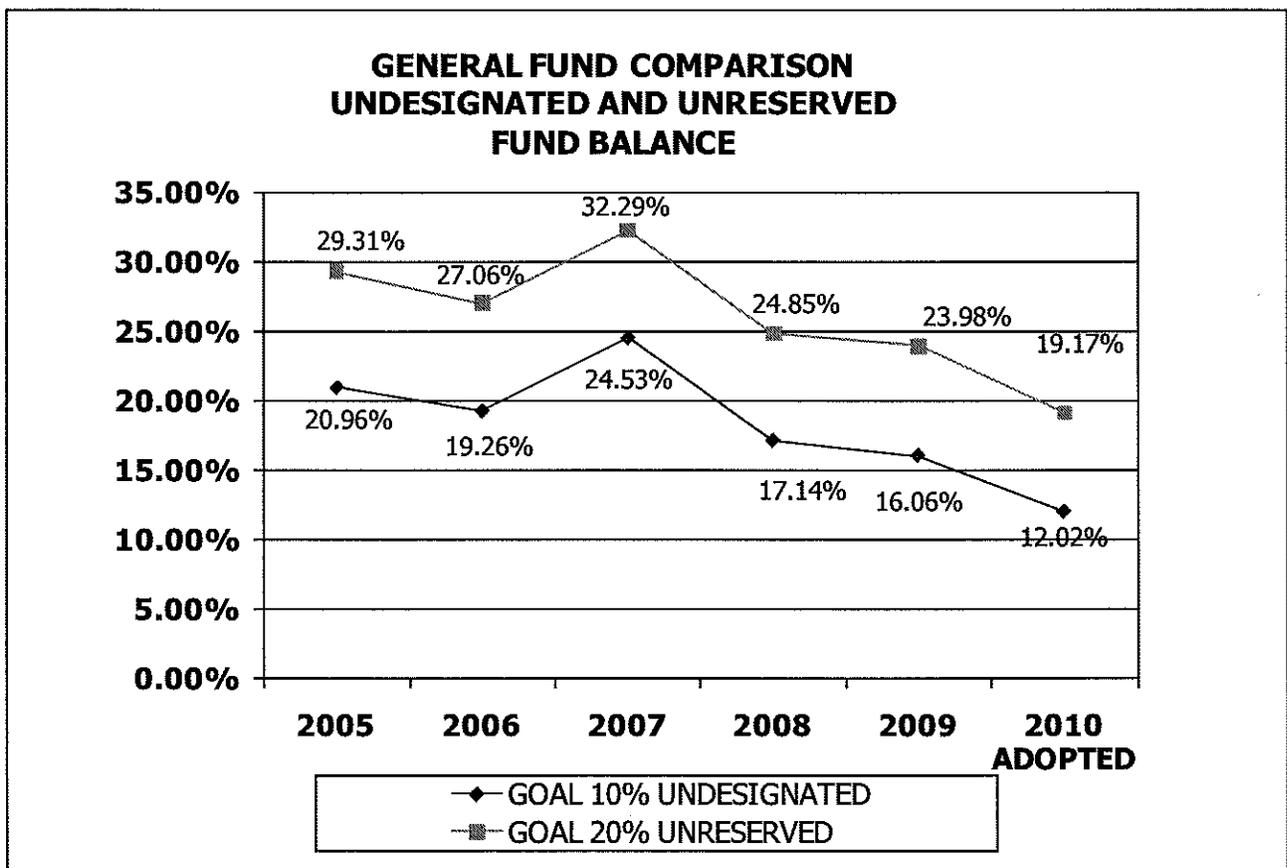
The increase in Stormwater Fund fund balance of 24.0 % in FY 09 is due mainly to a reduction in expenditures and an increase in revenues due to growth in customer base. FY 10 fund balance remained relatively unchanged. The decrease of 35% estimated for FY 11 is because of an increase in the debt service commitments of the fund for capital projects.

# BUDGET SUMMARY

## UNDESIGNATED FUND BALANCE SUMMARY

The City Council has set an Undesignated Fund Balance goal of 10% of the next year's budgeted expenditures less operating transfers. State Law [G.S. 159-13(b)(16)] restricts appropriation of fund balance for the subsequent year's budget to an amount not to exceed the sum of cash and investments minus the sum of liabilities, encumbrances and deferred revenues arising from cash receipts as those amounts stand at the close of the fiscal year preceding the budget year.

Shown below is a graphical presentation of the actual FY 05 through FY 10. The FY 10 budget is projected to use \$775 thousand of fund balance. That would result in an unappropriated available fund balance of 18.08%, which is 10.08% more than the 8% minimum recommended by the Local Government Commission. Additionally, it is 8.08% above our target goal of 10%.



# BUDGET SUMMARY

## AUTHORIZED POSITION LISTING (FULL TIME POSITIONS)

The authorized position listing summarizes the number of positions for the fiscal years 2007-08 through the fiscal year 2010-2011 budget.

	FY 07-08	FY 08-09	AMENDED FY 09-10	ADOPTED FY 10-11
City Attorney	1	1	1	1
City Manager	5	5	6	6
Community Programs	1	1	1	2
Human Resources	5	5	5	5
City Clerk	3	3	3	3
Finance	22	23	23	24
Planning - Current (Admin)	10	8	8	8
Planning - Transportation	2.1	2.1	2.1	2.1
Police	134	134	135	135
Fire	75	81	86	89
Building Inspections	12	11	11	11
Code Enforcement	0	3.8	3.8	3.8
Public Works Administration	1.4	0.4	0.4	0.4
Public Works Engineering	4	4.5	4.5	4
Building & Grounds Maint	13	15	9	10
Streets	22	22	23	23
Recreation and Parks	23	25	31	37
<b>GENERAL FUND</b>	<b>333.5</b>	<b>344.8</b>	<b>352.8</b>	<b>364.3</b>
Grant Robbery/Burglary Initiative	0	0	2	2
School Resource Officer	5	5	5	5
COPS Grant	0	0	11	11
Weed and Seed	1	1	1	0
Wireless E-911	0.2	0.2	0	0
Community Development	4	3.2	3.2	3.2
<b>SPECIAL REVENUE FUND</b>	<b>10.2</b>	<b>9.4</b>	<b>22.2</b>	<b>21.2</b>
Utilities Administration	3.6	2.6	1.6	3.6
Utilities Engineering/Const.	8.6	10.1	11.1	10.6
Water Supply	6	13.85	13.85	13.85
Metering	7	7	7	7
Utilities Maintenance	22	25	25	25
Wastewater Treatment	12	13.15	13.15	15.15
Sanitation	41	41	41	41
Stormwater/Water Quality	3	4	4	4
Stormwater/Drainage Maint.	15	15	15	15
<b>WATER/SEWER FUND</b>	<b>118.2</b>	<b>131.7</b>	<b>131.7</b>	<b>135.2</b>
Fleet Maintenance	9	9	9	9
City Hall Maintenance	1	2	2	2
Information Tech Systems	11.1	12.1	12.3	12.3
Video/Media Services	2	2	3	3
<b>INTERNAL SERVICE FUND</b>	<b>23.1</b>	<b>25.1</b>	<b>26.3</b>	<b>26.3</b>
<b>ALL FUNDS</b>	<b>485</b>	<b>511</b>	<b>533</b>	<b>547</b>

# BUDGET SUMMARY

## PERSONNEL APPROVED

	SALARY & BENEFITS	OTHER COSTS	BUDGET IMPACT
<b>GENERAL FUND</b>			
<b>FINANCE 4405</b>			
CUSTOMER SERVICE II PT TO FT	26,825	-	- <sup>1</sup>
TOTAL FINANCE	26,825	-	-
<b>POLICE 5105</b>			
TELECOMMUNICATOR III	46,033	300	46,333
TOTAL POLICE	46,033	300	46,333
<b>FIRE 5305</b>			
(3) FIREFIGHTERS	126,030	14,063	140,093
TOTAL FIRE	126,030	14,063	140,093
<b>RECREATION AND PARKS 6505-6550</b>			
ADMINISTRATIVE ASSISTANT I	36,010	-	- <sup>2</sup>
ADMINISTRATIVE ASSISTANT II	39,032	-	- <sup>3</sup>
MAINTENANCE WORKER I PT TO FT	33,352	-	20,041 <sup>4</sup>
(3) RECREATION CENTER SUPERVISORS PT TO FT	111,851	-	14,879 <sup>5</sup>
TOTAL RECREATION AND PARKS	220,245	-	34,920
<b>TOTAL GENERAL FUND</b>	<b>419,133</b>	<b>14,363</b>	<b>221,346</b>
<b>WATER/SEWER FUND</b>			
<b>UTILITIES MAINTENANCE 7140</b>			
(1) MAINTENANCE WORKER I	35,033	-	35,033
TOTAL UTILITIES MAINTENANCE	35,033	-	35,033
<b>WASTEWATER 7150</b>			
PLANTS MAINTENANCE WORKER	39,475	-	39,475
LABORATORY TECHNICIAN PT TO FT	43,415	-	13,877 <sup>6</sup>
TOTAL WASTEWATER	82,890	-	53,352
<b>TOTAL WATER/SEWER FUND</b>	<b>117,923</b>	<b>-</b>	<b>88,385</b>
<b>GRAND TOTAL PERSONNEL APPROVED</b>	<b>537,056</b>	<b>14,363</b>	<b>309,731</b>
<b>TOTAL FULL-TIME POSITIONS RECOMMENDED</b>			<b>14</b>
<b>TOTAL PART-TIME POSITIONS RECOMMENDED</b>			<b>-</b>

<sup>1</sup> Budget Impact is offset by current Regular Part-Time Salary of \$15,777 as well as estimated Occupancy Tax Revenue of \$11,048

<sup>2</sup> Budget Impact is offset by a savings of \$36,010 from Contracted Temporary Services

<sup>3</sup> Budget Impact is offset by a savings of \$39,032 from Contracted Temporary Services

<sup>4</sup> Budget Impact is offset by a savings of \$5,740 from Regular Part-time as well as \$7,571 from Contracted Temporary Services

<sup>5</sup> Budget Impact is offset by savings of \$79,920 from Permanent Part Time, \$1,500 from Overtime, and \$15,552 from Contracted Temporary Services

<sup>6</sup> Budget Impact is offset by current Regular Part-Time Salary of \$19,177 and Part Time Benefits of \$10,361

# REVENUE SUMMARY

The **Revenue Summary** shows an overview of all funds, showing the prior year's actual and current year's amended budget levels as compared to the adopted FY 11 budget. Details follow this summary and are again identified by fund within category. This section also includes the Property Tax Analysis spanning over ten years including the valuation, tax rate and percentage of taxes collected.

## CITY OF JACKSONVILLE REVENUE SUMMARY

	FY 08-09 Actual	FY 09-10 Amended Budget	FY 10-11 Adopted Budget	% Change
<b>OPERATING FUNDS</b>				
General Fund	38,468,709	43,992,987	44,494,018	1.14%
Special Revenue Funds				
Transit	2,180,448	7,222,877	9,484,499	31.31%
Law Enforcement Grants	4,601,539	7,266,582	7,863,719	8.22%
E-911 and Wireless	1,096,353	1,473,206	1,894,102	28.57%
Projects not Capitalized	387,214	8,719,800	8,719,800	0.00%
Community Development	1,737,735	3,868,476	4,847,424	25.31%
Community Assistance	204,400	306,600	408,800	33.33%
Fire Grants	77,084	479,678	722,613	50.65%
Water and Sewer Fund	25,523,711	25,607,902	24,337,120	-4.96%
Solid Waste Fund	5,986,344	5,685,492	5,895,091	3.69%
Stormwater Fund	2,219,162	2,618,359	2,839,554	8.45%
Internal Service Funds				
Fleet Maintenance	1,762,499	2,141,826	2,064,806	-3.60%
City Hall Maintenance	227,402	255,789	256,899	0.43%
Information Technology Services (ITS)	1,466,943	2,656,671	3,072,775	15.66%
Video/Media Services	385,238	540,511	542,362	0.34%
Self Insurance Fund	-	3,969,685	4,511,771	12.01%
Special Separation Allowance	1,604,833	1,756,828	1,968,215	12.03%
Less Internal Service	(3,719,621)	(8,270,420)	(8,571,026)	3.63%
<b>SUBTOTAL</b>	<b>84,209,993</b>	<b>110,292,849</b>	<b>115,352,542</b>	<b>36.98%</b>
<b>CAPITAL PROJECT FUNDS</b>				
General Capital Reserve	25,102,428	26,279,583	28,322,745	7.77%
ITS Capital Projects	407,721	456,237	496,237	8.77%
General Fund Capital Projects	43,738,995	81,507,453	85,159,288	4.48%
Water/Sewer Capital Reserve	3,260,910	3,410,148	3,490,148	2.35%
Water/Sewer Capital Projects	55,895,743	146,865,568	148,968,308	1.43%
Stormwater Capital Projects	106,000	5,713,603	6,038,103	5.68%
<b>SUBTOTAL</b>	<b>128,511,797</b>	<b>264,232,592</b>	<b>272,474,829</b>	<b>3.12%</b>
<b>TOTAL ALL FUNDS</b>	<b>212,721,790</b>	<b>374,525,441</b>	<b>387,827,371</b>	<b>3.55%</b>
Less Interfund Transfers & Prior Years Authorizations	(122,282,647)	(270,447,803)	(308,139,956)	13.94%
<b>NET OPERATING &amp; CAPITAL BUDGET</b>	<b>90,439,143</b>	<b>104,077,638</b>	<b>79,687,415</b>	<b>-23.43%</b>

# REVENUE SUMMARY

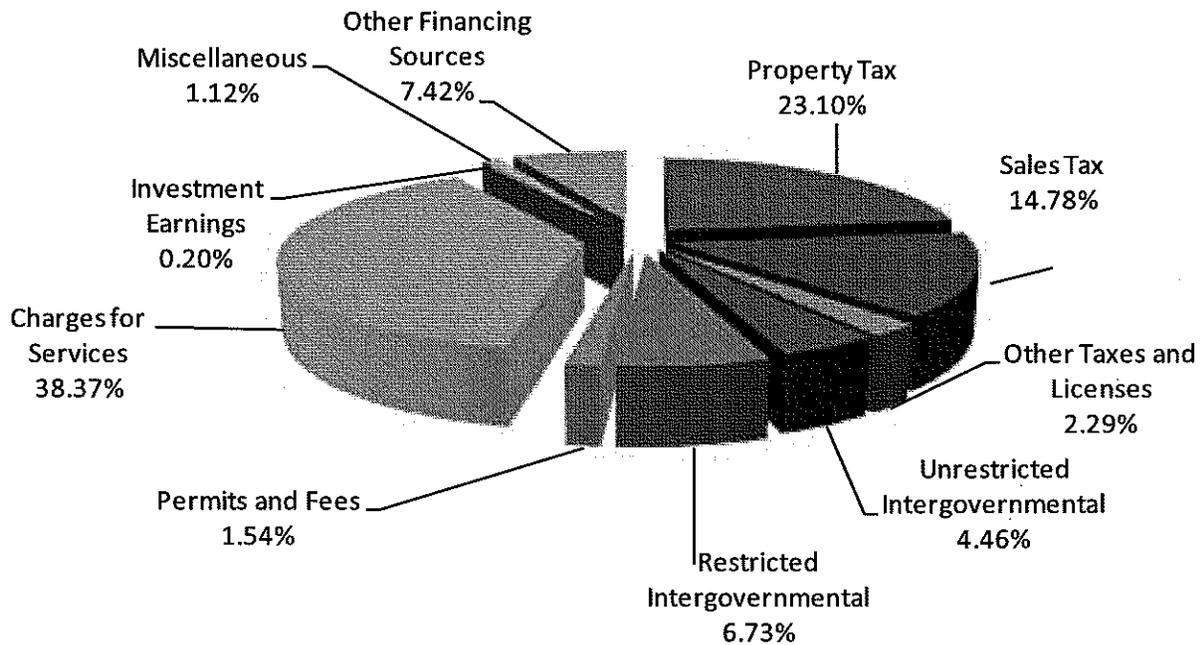
## City of Jacksonville

### TOTAL REVENUE SUMMARY

(Net of Interfund Transfers and Prior Years Authorizations)

	<b>FY 08-09 Actual</b>	<b>FY 09-10 Amended Budget</b>	<b>FY 10-11 Adopted Budget</b>	<b>% Change</b>
<b>REVENUE</b>				
Property Tax	17,099,460	17,459,503	18,404,106	5.41%
Sales Tax	10,707,902	10,529,965	11,778,961	11.86%
Other Taxes and Licenses	921,407	932,164	1,821,500	95.41%
Unrestricted Intergovernmental	3,324,391	2,931,550	3,556,700	21.32%
Restricted Intergovernmental	30,433,274	74,977,619	5,360,759	-92.85%
Permits and Fees	905,119	911,493	1,227,150	34.63%
Charges for Services	25,801,333	28,900,233	30,575,189	5.80%
Investment Earnings	576,358	310,388	160,245	-48.37%
Miscellaneous	2,941,461	843,264	892,748	5.87%
Other Financing Sources	(2,271,562)	(33,718,541)	5,910,057	117.53%
<b>TOTAL</b>	<b>90,439,143</b>	<b>104,077,638</b>	<b>79,687,415</b>	<b>-23.43%</b>

### Total City Revenue FY 10-11



# REVENUE SUMMARY

The revenue estimates for the FY 11 budget utilize trends and economic conditions and include only those that reasonably can be expected to be realized during the fiscal year to meet all operating, debt and capital needs. Revenues have been grouped based on the category of revenue they represent.

## **Property Tax**

Property Taxes are the largest revenue source for the General Fund at approximately 41%, while only accounting for 23% of total revenues for all funds. For FY 11, Onslow County had a revaluation of properties. As a result of the revaluation, the City's property values increased overall and as directed by City Council this budget was prepared using a revenue neutral tax rate, as described in the General Statutes, of 53.8 cents per \$100 of valuation. An average annual growth rate since the last revaluation of 3.9% was applied to the calculation of the revenue neutral tax rate.

## **Charges for Services**

Charges for Services account for 38.4% of total revenues for FY 11. These revenues are generated by recreation fees, water and sewer fees, solid waste fees, and stormwater fees. The total estimated revenues for FY 11 are \$30.6 million. This represents a total increase from FY 10 of \$1.7 million or 5.8%.

Revenue projection assumptions vary among these charges, but all are based on the prior five year history and current year trends adjusted for any anticipated changes to the revenue source. Recreation fee projections are generally held flat, or increased by 2% over FY 10 full year estimates. The athletics fee revenue is expected to increase by 10% due to additional program offerings and an anticipated increase in program participation.

Water and sewer revenues are projected using a 3% growth rate and based on FY 10 actual volume consumption, given the establishment of a new rate structure. Solid waste commercial revenues are expected to mirror FY 10 revenues due to the institution of the commercial recycling program, which may reduce the collected tonnage. Solid waste residential fee revenue is projected to grow by 2% in FY 11 due to customer growth. Stormwater residential and commercial charges for service are expected to remain flat, in line with FY 10 receipts.

## **Other Financing Sources**

For FY 11, other financing sources revenues are estimated to be \$7.6 million; this accounts for 9.4% of total revenue. Other Financing Sources consist of installment purchase revenues and the sale of capital assets. This source of revenue increased this year. Last year the proposed borrowing for the water treatment plant had been planned to be by installment purchase and instead we received state loans which significantly reduced the Other Financing Sources and increased the Restricted Intergovernmental for FY10.

## **Sales Taxes**

Local Option Sales Taxes are currently 2.0% of retail sales and are collected and sent to the Department of Revenue. The Department of Revenue then distributes the reported

# REVENUE SUMMARY

Local Option Sales Tax revenues back to Onslow County and its municipalities. On April 30, 2009 the County Commissioners voted to adopt a distribution of 60% ad valorem and 40% per capita. For FY 11 the total sales tax revenue is estimated to rise over last year by \$1.2 million to \$11.8 million or 14.8% of total revenues. This is a 10% increase over FY 10 revenues and is due to the revision of the distribution method and the effect of the revaluation of Jacksonville's property values.

The local option sales tax of 2.25% consists of the following:

Article 39 is a 1% sales tax. This is paid by customers on sales and is collected by the State Department of Revenue and distributed to each County based upon point-of-sale.

Article 40 is a .50% sales tax. This is also paid by customers on sales and is collected by the State Department of Revenue and is distributed to each county on a per capita basis. During the first ten years this tax was implemented, 40% for the first five years and 30% for the next five years must be used for water and sewer capital outlay or retirement of debt.

Article 42 is a .50% sales tax. This is also paid by customers on sales and is collected by the State Department of Revenue and is distributed to each county on a per capita basis. During the first ten years this tax was implemented, 40% for the first five years and 30% for the next five years must be used for water and sewer capital outlay or retirement of debt.

Article 44 sales tax was originally enacted in 2003 as a .5% sales tax. Legislation has since repealed this tax effective October 1, 2009. This local option sales tax will be replaced with a State sales tax in the same amount. This legislation also contains a hold harmless provision for municipalities.

## **Restricted Intergovernmental**

Restricted Intergovernmental Revenues estimated at \$5.4 million for FY 11 represent 6.7% of total revenue sources. These are typically grants funded by federal and state government. These revenues are utilized for a variety of reasons, such as construction of parks, police body armor, police equipment, additional personnel, water quality improvements, environmental uses, and improvements to various facilities. These revenues are projected based on prior year actual receipts and adjusted for any anticipated changes to the revenue source as provided by the grantor.

## **Unrestricted Intergovernmental**

Unrestricted Intergovernmental Revenues at \$3.6 million represent 4.5% of total revenue sources. These are funds received from the federal and state government that do not have a specified use, such as the beer and wine tax, ABC revenue and utility franchise tax.

In FY 10 the State reduced the municipal share of the beer and wine tax by two-thirds. The FY 11 share will return to normal funding levels and the current projection matches FY 09 actual receipts. ABC revenue is projected to grow by 2% in FY 11 and utility

# REVENUE SUMMARY

franchise tax revenue is expected to increase 3% above FY10 totals in the new budget year.

## **Investment Earnings**

The City invests available funds in agency securities, commercial paper, CDs and the North Carolina Capital Management Trust. Current economic conditions continue to have a negative effect on our investment earnings estimates for FY 11. Investment earnings accounted for .3% of total revenues in FY 10. For FY 11, estimates are expected to decrease \$.15 million, bringing investment earnings to only 0.2% of total revenues. Investment earnings are budgeted based on 0.50% yield on the average cash balance.

## **Other Taxes and Licenses**

Other Taxes and Licenses account for 2% of total revenues at \$1.8 million. These revenues are generated from privilege licenses, franchise taxes, and gross receipt taxes and interest. Effective July 1, 2010, the city will collect occupancy tax estimated at \$.9 million. This revenue will be offset by payment of the collections to the city of Jacksonville's Tourism Authority. The City will keep 2% or approximately \$19,000 for administrative costs.

## **Permits and Fees**

Permits and Fees, estimated at \$1.2 million for FY 11, account for 1.5% of total revenues. These are fees for specific purposes such as inspection fees, taxi permits, and building permits. Inspection fee revenue in FY 10 exceeded budget by over 50% due to an unanticipated increase in inspections. FY 11 projected inspection fee revenue is increased based on these collections. Revenue projection assumptions for other permits and fees are based on the prior five year history and current year trends adjusted for any anticipated changes to the revenue source.

# REVENUE SUMMARY

## CITY OF JACKSONVILLE PROPERTY TAX ANALYSIS

		Property Valuation	Tax Rate Per \$100	Adjusted Tax Levy	Current Collections	% Collected
<b>2001-2002</b>	Real Property	1,388,659,103	0.5900	10,448,606	10,087,516	<b>96.54</b>
	Personal Property	325,582,729				
	Public Service Companies	49,284,456				
	Total Valuation	1,763,526,288				
<b>2002-2003</b>	Real Property	1,417,401,174	0.5900	10,615,036	10,256,566	<b>96.62</b>
	Personal Property	322,413,511				
	Public Service Companies	50,196,592				
	Total Valuation	1,790,011,277				
<b>2003-2004</b>	Real Property	1,479,603,368	0.5900	11,066,894	10,664,781	<b>96.37</b>
	Personal Property	330,910,250				
	Public Service Companies	51,239,483				
	Total Valuation	1,861,753,101				
<b>2004-2005</b>	Real Property	1,530,743,596	0.5900	11,599,071	11,100,980	<b>95.71</b>
	Personal Property	349,624,534				
	Public Service Companies	56,547,741				
	Total Valuation	1,936,915,871				
<b>2005-2006*</b>	Real Property	1,583,304,891	0.5900	12,283,606	11,702,137	<b>95.27</b>
	Personal Property	389,707,162				
	Public Service Companies	61,049,144				
	Total Valuation	2,034,061,197				
<b>2006-2007</b>	Real Property	2,062,880,283	0.5316	13,527,026	13,142,197	<b>97.16</b>
	Personal Property	338,022,014				
	Public Service Companies	65,944,101				
	Total Valuation	2,466,846,398				
<b>2007-2008</b>	Real Property	2,152,663,337	0.6260	16,625,907	16,077,078	<b>96.70</b>
	Personal Property	430,958,824				
	Public Service Companies	70,001,953				
	Total Valuation	2,653,624,114				
<b>2008-2009</b>	Real Property	2,239,499,487	0.6260	17,426,095	16,682,062	<b>95.73</b>
	Personal Property	452,925,594				
	Public Service Companies	71,925,245				
	Total Valuation	2,764,350,326				
<b>2009-2010 (Estimated)</b>	Real Property	2,275,602,868	0.6260	17,746,755	17,091,344	<b>96.31</b>
	Personal Property	504,107,295				
	Public Service Companies	73,386,533				
	Total Valuation	2,853,096,696				
<b>2010-2011 (Estimated)</b>	Real Property	2,919,812,935	0.5380	18,815,529	18,012,106	<b>95.73</b>
	Personal Property	504,110,722				
	Public Service Companies	73,386,533				
	Total Valuation	3,497,310,190				

\* Property revaluation, required by State Statute at least every eight years, is performed under the direction of Onslow County.

# REVENUE SUMMARY

## CITY OF JACKSONVILLE WHERE YOUR TAX DOLLAR GOES

### 2011 CITY TAX RATE 53.80 CENTS

	FY 10 - 11	PAID FROM TAX DOLLARS	PAID FROM OTHER SOURCES
<b>POLICE</b>	12,602,180	12,602,180	-
<b>FIRE</b>	6,960,822	5,409,926	1,550,896
<b>TRANSFER TO SOLID WASTE</b>	629,015	-	629,015
<b>STREETS,PUBLIC WORKS</b>	4,816,576	-	4,816,576
<b>GENERAL GOVERNMENT</b>	1,843,103	-	1,843,103
<b>FINANCE</b>	1,546,611	-	1,546,611
<b>PLANNING,TRANSPORTATION</b>	1,201,749	-	1,201,749
<b>INSPECTIONS</b>	1,304,647	-	1,304,647
<b>RECREATION</b>	4,094,121	-	4,094,121
<b>NONDEPARTMENTAL</b>	6,060,964	-	6,060,964
<b>DEBT SERVICE</b>	4,404,816	-	4,404,816
<b>TOTALS</b>	<b>45,464,604</b>	<b>18,012,106</b>	<b>27,452,498</b>
TOTAL BUDGET EXPENSE			45,464,604
TOTAL CITY PROPERTY TAX			18,012,106
BUDGET MINUS PROPERTY TAX			27,452,498

### 2010 CITY TAX RATE 62.60 CENTS

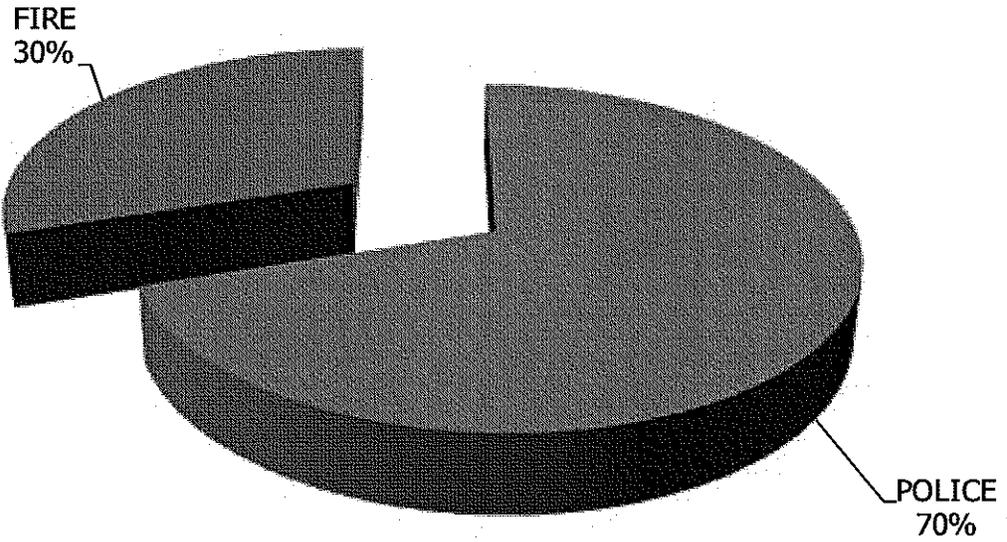
	Amended FY 09 - 10	PAID FROM TAX DOLLARS	PAID FROM OTHER SOURCES
<b>POLICE</b>	12,133,512	12,133,512	-
<b>FIRE</b>	6,618,156	4,957,832	1,660,324
<b>TRANSFER TO SOLID WASTE</b>	2,634,406	-	2,634,406
<b>STREETS,PUBLIC WORKS</b>	4,125,963	-	4,125,963
<b>GENERAL GOVERNMENT</b>	1,797,071	-	1,797,071
<b>FINANCE</b>	1,438,614	-	1,438,614
<b>PLANNING,TRANSPORTATION</b>	1,375,137	-	1,375,137
<b>INSPECTIONS</b>	1,309,334	-	1,309,334
<b>RECREATION</b>	3,954,000	-	3,954,000
<b>NONDEPARTMENTAL</b>	4,073,626	-	4,073,626
<b>DEBT SERVICE</b>	4,533,168	-	4,533,168
<b>TOTALS</b>	<b>43,992,987</b>	<b>17,091,344</b>	<b>26,901,643</b>
TOTAL BUDGET EXPENSE			43,992,987
TOTAL CITY PROPERTY TAX			17,091,344
BUDGET MINUS PROPERTY TAX			26,901,643

The difference between the total budget expense and the total of all property taxes is accounted for through other revenue sources, for example: sales tax, Powell Bill funds, franchise fees, permits, fines, etc.

General Government includes: Mayor and Council, City Manager's Office, Community Programs, City Clerk, Legal, Elections, Finance, and Human Resources.

# REVENUE SUMMARY

## FY 10-11 WHERE YOUR TAX DOLLAR GOES



# **GENERAL GOVERNMENT**

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**This section includes the following General Government functions:**

- **Mayor and Council**
- **Legal**
- **City Manager's Office**
- **Community Programs**
- **Human Resources**
- **City Clerk**
- **Elections**
- **Finance**
- **General Fund Nondepartmental**

## **MAYOR AND COUNCIL**

**Fund:** General

**Function:** General Government

### **MISSION**

*To provide the leadership, vision, and oversight necessary to ensure the responsible stewardship of Jacksonville's environment and natural resources, for the effective and efficient delivery of municipal services, and for the proper planning for the future.*

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### **GOALS FOR FY 10-11**

The City Council has adopted the following goals for the coming fiscal year:

#### **GOAL 1: Develop Planning Strategies to Promote Sustainable & Environmentally Sound Growth**

Objective 1.1 – Promote infill development that makes efficient use of existing infrastructure

- Describe infill development and identify geographical area
- Include design guidelines and other regulatory mechanisms in revisions to the City's land use regulations
- Propose financial incentive programs to promote infill
- Explore the development of stormwater service areas in order to increase the amount of usable land for infill development while protecting water quality
- Create neighborhood plans

Objective 1.2 – Promote sound growth planning practices in coordination with neighboring jurisdictions

- Seek partnerships in creating regional capacity to serve basic utility needs and land use planning
- Work with neighboring jurisdictions to remediate existing and prevent future environmentally damaging development practices
- Work to prevent growth near City limits that will be expensive to serve and/or retrofit in the future
- Work to educate public regarding the benefits of annexation in providing for the efficient expansion of urban services, the prevention of environmental degradation, and protection of quality of life

Objective 1.3 – Promote environmentally sound strategic planning to ensure consistent service levels in existing and growth areas as identified by the adopted Annexation Plan

- Explore strategies for the incremental extension of services to growth areas
- Plan for investments in advance of growth to increase efficiency of future service delivery
- Explore strategies to encourage development that contributes to a stable revenue environment in support of service delivery
- Sustain and expand greenspace and recreation areas
- Continue environmental rehabilitation activities

## **GOAL 2: Develop Strategies to Implement Downtown Development Plan**

### Objective 2.1 – Encourage stakeholders to invest in downtown

- Seek opportunities to leverage public investment to remove blight and promote development
- Support the efforts of private non-profit organizations to develop assets that improve quality of life and promote tourism in the downtown area
- Solicit and support private investment in support of development and redevelopment

### Objective 2.2 – Tailor City planning for downtown development

- Examine infrastructure adequacy to support planned and desired development
- Explore ways to encourage businesses to open in or relocate to the downtown area
- Recommend regulatory mechanisms to encourage higher density residential development consistent with the downtown plan

## **GOAL 3: Assess and Respond to the Needs of the Community**

### Objective 3.1 – Develop and refine strategies to engage the public

- Examine opportunities for using surveys to gain feedback from customers and citizens
- Review existing communication strategies for opportunities to improve effectiveness
- Develop processes to engage citizens in examining areas important to them and develop community-based solutions
- Develop strategies to increase the effectiveness of existing City Boards, Commissions and Committees

### Objective 3.2 – Determine existing service levels

- Enhance performance measures in order to provide a basis for accurate performance assessment
- Ensure that data collection support systems are fully implemented and effectively used
- Use best management practices to establish quantifiable service level measures for major service areas

### Objective 3.3 – Determine sufficiency of existing services and service levels

- Provide information to the public on existing City service
- Obtain community input through public hearings, surveys, neighborhood meetings, advisory board meetings, or focus groups to determine our success in meeting desired service levels
- Explore how existing services can meet needs and what new services or service enhancements are desired if any

### Objective 3.4 – Define customer expectations and provide that service in a responsive, courteous, professional, and cost-effective manner

- Identify areas for improvement and provide staff with the resources needed to achieve those improvements
- Streamline processes to the extent possible without undermining ability to provide desired level of regulatory oversight

## **GOAL 4: Ensure Adequate Infrastructure to Meet Current Needs and Future Growth of the Community**

### Objective 4.1 – Engage in long range infrastructure planning

- Establish an appropriate 25 year growth planning horizon to support effective long range infrastructure planning
- Develop operational capacity to both plan for and construct improvements required to support future growth without neglecting existing infrastructure

### Objective 4.2 – Increase the City’s ability to analyze, monitor, and remediate the condition of existing infrastructure

- Look for opportunities to upgrade current infrastructure through repair or replacement to support infill and redevelopment
- Implement systems to monitor infrastructure condition more effectively

### Objective 4.3 – Develop a strategic financial plan to support infrastructure investment

- Examine rate and fee structures to ensure that growth pays its fair share of growth-related infrastructure investments
- Analyze cash flow needs over the planning horizon and prepare strategic plan to satisfy investment needs

## **GOAL 5: Reduce Reliance on Property Tax as a Major Source of Revenue**

### Objective 5.1 – Explore and maximize use of alternative methods of funding

- Continue to advocate for a favorable allocation of sales tax
- Use media resources available to the City to educate the public about the alternative sources of funding
- Execute tax and annexation strategies to secure sufficient sales tax revenue
- Pursue grant and no cost/low cost loan opportunities

## **GOAL 6: Build Key Relationships**

### Objective 6.1 – Create, improve and maintain networking strategies

- Apply strategies at the local, state, and federal levels
- Join and participate in associations designed to serve this goal
- Build strong internal and external relationships through communication with our employees, citizens, non-profits, local businesses, and military bases
- Look for opportunities to form partnerships to improve service, efficiency, and/or otherwise further this goal
- Build greater trust with the community

**GOAL 7: Maintain a Quality Workforce****Objective 7.1** – Improve recruitment and retention of employees

- To ensure adequate pay and benefits for all staff, survey the COJ market annually to determine the need for pay structure adjustments and appropriate benefit changes
- Seek continuous improvement in recruiting approaches and processes
- Analyze, evaluate, and report COJ Turnover and Exit Interview data

**Objective 7.2** - Invest in employee skills and knowledge through education, training, and career development

- On an annual basis conduct an organization-wide needs assessment for appropriate education and training, and career development
- Develop an annual schedule of learning opportunities in response to identified needs

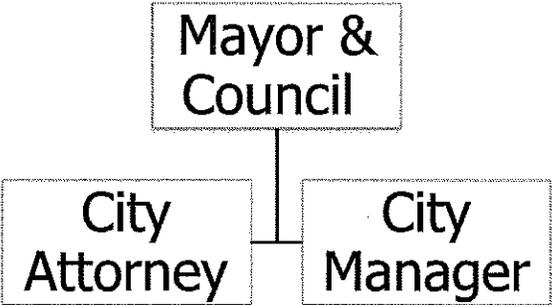
**Objective 7.3** – Promote a positive and supportive work environment

- Communicate information to employees in an open and timely manner
  - Support City Wellness and Safety initiatives
- 

***Narrative.*** The City is governed by the Council-Manager form of government and has been since 1953. Policy-making and legislative authority are vested in a governing council (Council) consisting of a Mayor and six Council members. Two Council Members and the Mayor are elected at-large and four Council Members are elected by district for four-year staggered terms. The Mayor and Council make appointments to various boards and commissions. The Council appoints the City Manager and City Attorney.

The Mayor presides at meetings and serves as the head of government. The Mayor Pro Tem presides in the absence of the Mayor and is elected by fellow Council members. The Council meets in regular session on the first Tuesday following the first Monday of the month and two weeks thereafter, and in regular workshop session one week after the second regular meeting of the month, with special meetings and workshops held on an as-needed basis.

Mayor and Council



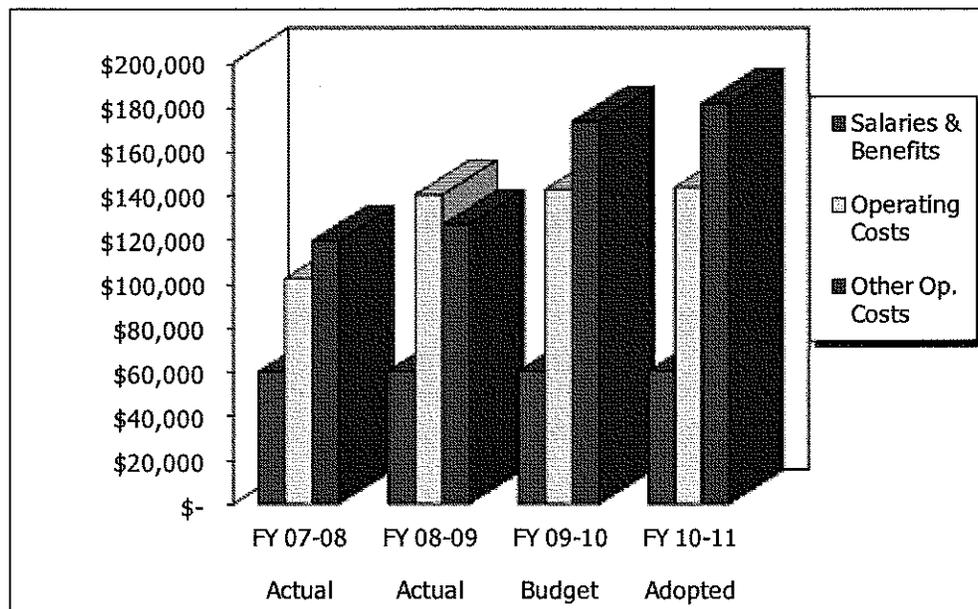
**2010-2011 BUDGET HIGHLIGHTS**

Overall, this budget decreased by approximately \$1,400, mainly due to the removal of the \$10,000 allocation to the to the North Carolina Eastern Region Military Growth Task Force as the third and final agreed upon payment was made in the previous fiscal year. In addition, overhead allocation to the enterprise funds increased due to higher percentages of Council's salaries being charged to the various enterprise funds: Water/Sewer, Solid Waste, and Stormwater/Water Quality.

**DEPARTMENTAL SUMMARY**

	Actual FY 07-08	Actual FY 08-09	Budget FY 09-10	Adopted FY 10-11
<b>Revenue</b>				
Overhead Allocation	\$ 66,131	\$ 102,456	\$ 107,726	\$ 118,364
<b>Total Revenue</b>	<b>66,131</b>	<b>102,456</b>	<b>107,726</b>	<b>118,364</b>
<b>Expenditures</b>				
Salaries & Benefits	60,068	60,377	60,362	60,362
Operating Costs	102,324	140,300	142,678	143,740
Other Op. Costs	119,350	126,786	173,454	181,618
<b>Total Expenditures</b>	<b>281,742</b>	<b>327,463</b>	<b>376,494</b>	<b>385,720</b>
Revenue over (under) Expenditures	\$ (215,611)	\$ (225,007)	\$ (268,768)	\$ (267,356)
Full-Time Employees	7	7	7	7

## TREND ANALYSIS



Salaries and Benefits have remained steady over the past four years.

Operating Costs increased significantly in FY 07-08 in three main areas: Dues and memberships in municipal organizations (\$47,000); additional training for Council Members and a strategic planning retreat (\$9,900); and the allocation for the City Hall Maintenance internal service fund, which more than doubled from FY 06-07 due to higher electricity costs and the renovation of City Hall, which increased the size of Council Chambers and associated storage rooms. The increase in FY 08-09 is primarily due to the membership fee for the National League of Cities (\$8,000) and requirements for additional training (\$3,981). FY 09-10 operating costs decreased slightly mainly due to a reduction of \$4,358 in City Hall Maintenance charges, which is partially offset by an increase of (\$1,500) in departmental supplies. Operating Costs increased again slightly in FY 10-11, mainly due to a slight increase in cellular phone expense (\$1,380); insurance and bonds (\$1,450); and an increase in Council training and travel (\$7,000) for Council attendance at the National League of Cities Congressional Cities Conference. This amount was offset by the removal of the \$10,000 allocation to the North Carolina Eastern Region Military Growth Task Force as the third and final agreed upon payment was made in the previous fiscal year.

Other Operating Costs includes the allocation for the Video/Media Services internal service fund, which operates G10, the government access cable channel. As the primary consumer of these services, the Mayor & Council's budget is charged for the largest share of that fund. Actual usage figures were not available until FY 07-08. Costs went up again by (\$4,821) in FY 08-09 due to increased usage, as well as the fact that the Video-Media Services budget was higher, which increased the allocations across the board. In FY 09-10, video-media costs increase again by (\$23,964) for the reasons mentioned above. In FY 10-11, there is a significant increase (\$34,243) for Video/Media Services. The Information Technology Services (ITS) internal service fund allocation went up in FY 08-09 by (\$9,984) for the same reasons. In FY 10-11, the allocation decreased by \$3,382. In FY 09-10 there were one-time recruitment expenditures for the position of City Manager.

The increased revenues from the overhead allocation to the enterprise funds are due to higher percentages of Council's salaries being charged to the various enterprise funds: Water/Sewer, Solid Waste, and Stormwater/Water Quality.

## **LEGAL**

**Fund:** General

**Function:** General Government

### **MISSION**

*The Legal Department exists to provide efficient and effective in-house legal counsel to all City departments, Administration, the Mayor and City Council with the desire to reduce the City's potential liabilities and damages.*

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### **GOALS FOR FY 10-11**

The Legal Department's goals for the coming fiscal year are to:

1. Comply with all Federal, State, and local laws
2. Represent the City of Jacksonville in all aspects of litigation and legal affairs, including prosecution and defense of suits for and against the City of Jacksonville
3. Prepare or assist in preparing ordinances, resolutions, agreements and other necessary legal documents
4. Advise Mayor, Council and staff in the development of regulations and in execution of city policies and operations
5. Continue land acquisition as directed by Council
6. Review contracts as to correct format

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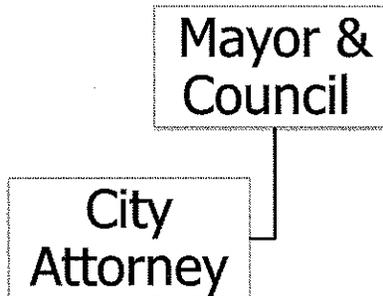
**Narrative.** The Legal Department provides the following services:

- Provides legal advice to Council/staff
- Handles litigation
- Resolution/ordinance drafting
- Policy review
- Legislative review/planning
- Protects the interests of the City of Jacksonville by serving as legal advisor to the Mayor and City Council, City Manager, boards, commissions, and staff

The City Attorney is appointed by the City Council. He attends Council and staff meetings, serves in an advisory capacity to all City departments on matters coming before the City Council, and calls to the attention of Council all matters of law, and changes or developments therein, affecting the City.

The City Attorney is also available to be called upon by city staff in reference to legal issues that arise in their various departments.

## Legal

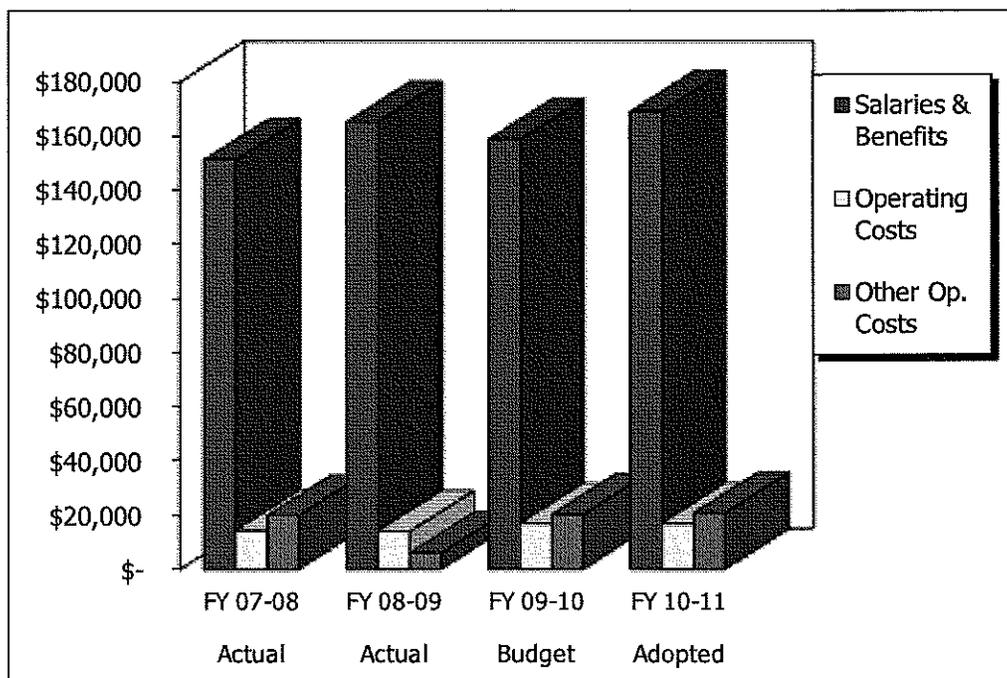
**2010-2011 BUDGET HIGHLIGHTS**

There were no significant changes from last year's budget.

**DEPARTMENTAL SUMMARY**

	Actual FY 07-08	Actual FY 08-09	Budget FY 09-10	Adopted FY 10-11
<b>Revenue</b>				
Overhead Allocation	\$ 114,722	\$ 115,559	\$ 116,159	\$ 114,255
Total Revenue	114,722	115,559	116,159	114,255
<b>Expenditures</b>				
Salaries & Benefits	151,237	165,113	158,703	169,017
Operating Costs	14,243	13,993	16,786	16,918
Other Op. Costs	19,907	6,019	20,262	20,762
Total Expenditures	185,387	185,125	195,751	206,697
Revenue over (under) Expenditures	\$ (70,665)	\$ (69,566)	\$ (79,592)	\$ (92,442)
Full-Time Employees	1	1	1	1

## TREND ANALYSIS



The FY 10-11 budget for Salaries and Benefits includes an increase of \$10,314. This increase includes the required State Retirement contribution of an additional 1.63% for non-law enforcement employees. We received notification from the State Retirement system that this increase was due to investment losses sustained by the fund during 2008. With the City's renewal of health and dental insurance, we have included a 10% increase for dental coverage and a 7% increase for health coverage. The majority of the increase in Salaries and Benefits for FY10-11 is related to a 4% salary adjustment for employees. Employees have not received a cost of living increase nor a performance based increase since FY 08-09.

Operating Costs are expected to remain approximately the same.

## **CITY MANAGER'S OFFICE**

**Fund:** General

**Function:** General Government

### **MISSION**

*To provide leadership, education and advocacy for the responsible stewardship of Jacksonville's environment and natural resources, for the effective, efficient delivery of municipal services and for the proper planning for the future.*

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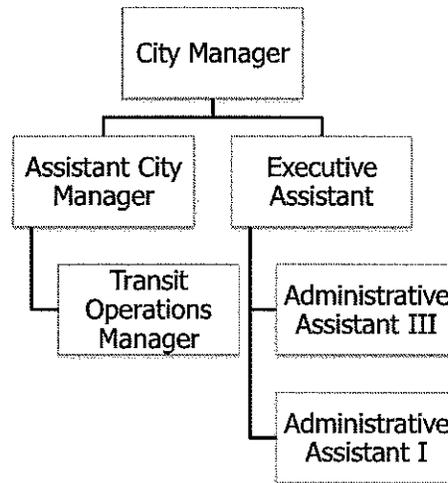
### **GOALS FOR FY 10-11**

In support of the City Council's goals, the City Manager will meet the following goals in FY 10-11:

1. Maintain effective communications and availability to members of the City Council.
  2. Provide guidance, coaching, and leadership to all City departments in furtherance of City Council's policy direction.
  3. Provide leadership necessary to support the effective achievement of Council Goals.
  4. Work to clarify and implement organizational procedures consistent with Council policy direction and best management practices.
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***Narrative.*** The City Manager's office is dedicated to effective, professional management for the City of Jacksonville. We will undertake this purpose with the knowledge that we stand as the vital connecting link between the Legislative Body (Mayor and Council) and the various City Departments that provide services to our growing City to ensure they meet the needs of the community and respond to City Council goals and priorities. Our goals are to provide capable and inspiring administrative leadership for the City staff; to make day-to-day decisions that allow for the most effective use of available resources; and most importantly, to operate in a manner that improves and enhances the quality of life in our community. The City Manager's office is also the liaison with other City, County, State, and Federal government officials on matters of mutual interest.

## City Manager's Office



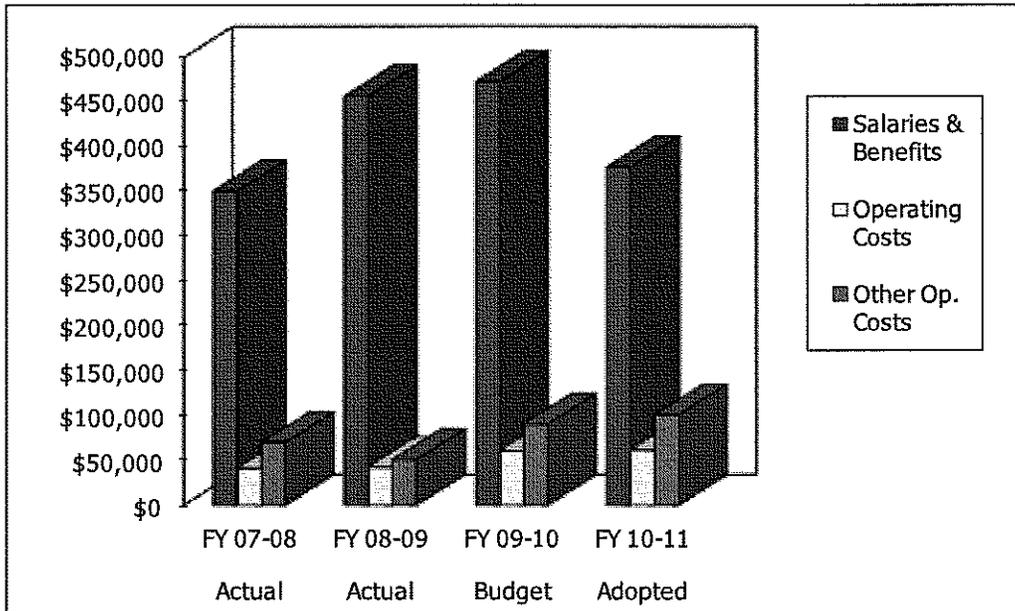
### 2010-2011 BUDGET HIGHLIGHTS

Salaries and Benefits were decreased by over \$100,000 due to staff time allocated to Transit Operations. There were no other significant changes from the previous year. No personnel or equipment are being requested.

### DEPARTMENTAL SUMMARY

	Actual FY 07-08	Actual FY 08-09	Budget FY 09-10	Adopted FY 10-11
<b>Revenue</b>				
Overhead Allocation	\$ 138,117	\$ 146,343	\$ 163,367	\$ 184,779
<b>Total Revenue</b>	<b>138,117</b>	<b>146,343</b>	<b>163,367</b>	<b>184,779</b>
<b>Expenditures</b>				
Salaries & Benefits	351,322	456,759	472,877	378,077
Operating Costs	41,087	42,547	60,727	61,852
Other Op. Costs	70,224	51,152	91,058	101,398
<b>Total Expenditures</b>	<b>462,633</b>	<b>550,458</b>	<b>624,662</b>	<b>541,327</b>
<b>Revenue over (under) Expenditures</b>	<b>\$ (324,516)</b>	<b>\$ (404,115)</b>	<b>\$ (461,295)</b>	<b>\$ (356,548)</b>
<b>Full-Time Employees</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>

**TREND ANALYSIS**



In FY 10-11 Salaries and Benefits show a decrease of approximately \$95,000 due to staff time allocated to Transit, however increases are included for the mandatory State Retirement contribution of an additional 1.63% for non-law enforcement employees; along with increases in health and dental insurance costs; and a 4% salary adjustment for employees. Employees have not received a cost of living increase nor a performance based increase since FY 08-09.

The increase in Operating Costs in FY 10-11 budget is anticipated due to higher costs for cellular phone expenses and increases in employee training. Also, in FY 09-10 the purchase of City Hall paper was transferred to this budget, causing an increase in supply expenses.

In FY 09-10 Other Operating Costs, an increase in the internal services allocations of approximately \$18,000 in Video Media Services and \$17,000 in Information Technology Services are estimated. Also, included is an increase in computer equipment purchases. In FY10-11, there is an additional increase in ITS Charges of \$11,250 and Video Media Services of \$6,816.

**PERFORMANCE MEASURES**

	<u>Target</u>	<u>FY 07-08 Actual</u>	<u>FY 08-09 Actual</u>	<u>Jul 09- Mar 10 Actual</u>
Weekly written status reports to Mayor and Council	52	52	52	38
Number of Council Workshops that met stated expectations	20	20	20	15
Conduct weekly Senior Management Team staff meetings	52	49	52	38
Respond to citizen requests for assistance within three (3) working days, including follow-up with Mayor and City Council	95%	95%	95%	95%
Conduct quarterly "all city" staff meetings to keep employees informed of operations and to listen to their suggestions and concerns	4/yr	4	3	0

**TRANSIT PROJECTS  
BUDGET SUMMARY FY 2011**

<b>TRANSIT PROJECT/ARRA FUNDING - TR1002</b>	<b>Amended Budget 04/28/10</b>	<b>Approved FY 10-11</b>	<b>Total Project</b>
<b>Revenue</b>			
ARRA Funding	\$ 1,527,492	\$ -	\$1,527,492
Fares	-	-	-
Gain/Loss Insurance	-	-	-
From General Fund	-	-	-
From Special Revenue Fund	-	-	-
<b>TOTAL REVENUE</b>	<b>\$ 1,527,492</b>	<b>\$ -</b>	<b>\$1,527,492</b>
<b>Expenditures</b>			
Salaries & Benefits	\$ -	\$ -	\$ -
Operating Costs	-	-	-
Other Op. Costs	78,175	-	78,175
Capital Outlay	1,449,317	-	1,449,317
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,527,492</b>	<b>\$ -</b>	<b>\$1,527,492</b>

<b>2011 TRANSIT PROJECT - TR1101</b>	<b>Amended Budget 04/28/10</b>	<b>Approved FY 10-11</b>	<b>Total Project</b>
<b>Revenue</b>			
FTA Section 5307	\$ -	\$1,177,754	\$1,177,754
NCDOT SMAP	-	209,895	209,895
Fares	-	119,520	119,520
Gain/Loss Insurance	-	-	-
From General Fund	-	301,453	301,453
From Special Revenue Fund	-	-	-
<b>TOTAL REVENUE</b>	<b>\$ -</b>	<b>\$1,808,622</b>	<b>\$1,808,622</b>
<b>Expenditures</b>			
Salaries & Benefits	\$ -	\$ 174,278	\$ 174,278
Operating Costs	-	278,536	278,536
Other Op. Costs	-	484,502	484,502
Capital Outlay	-	871,306	871,306
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$1,808,622</b>	<b>\$1,808,622</b>

**TRANSIT PROJECTS  
BUDGET SUMMARY FY 2011**

<b>TRANSIT PARK &amp; RIDE FACILITY - TR1102</b>	<b>Amended Budget 04/28/10</b>	<b>Approved FY 10-11</b>	<b>Total Project</b>
<b>Revenue</b>			
ARRA Funding	\$ -	\$ 453,000	\$ 453,000
Fares	-	-	-
Gain/Loss Insurance	-	-	-
From General Fund	-	-	-
From Special Revenue Fund	-	-	-
<b>TOTAL REVENUE</b>	<b>\$ -</b>	<b>\$ 453,000</b>	<b>\$ 453,000</b>
<b>Expenditures</b>			
Salaries & Benefits	\$ -	\$ -	\$ -
Operating Costs	-	-	-
Other Op. Costs	-	83,000	83,000
Capital Outlay	-	370,000	370,000
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ 453,000</b>	<b>\$ 453,000</b>

**TRANSPORTATION PROJECTS  
BUDGET SUMMARY FY 2011**

<b>CITY TRANSPORTATION PROJECT - TR0602</b>	Amended Budget 04/28/10	Approved FY 10-11	Total Project
<b>Revenue</b>			
FTA Section 5307	\$ 650,468	\$ -	\$ 650,468
NCDOT SMAP	136,677	-	136,677
NCDOT State Match	47,217	-	47,217
Fares	48,564	-	48,564
ADA Transit Fees	5,655	-	5,655
From General Fund	328,171	-	328,171
<b>TOTAL REVENUE</b>	<b>\$ 1,216,752</b>	<b>\$ -</b>	<b>\$1,216,752</b>
<b>Expenditures</b>			
Salaries & Benefits	\$ 55,044	-	\$ 55,044
Operating Costs	99,812	-	99,812
Other Op. Costs	331,546	-	331,546
Capital Outlay	537,812	-	537,812
To General Fund	127,144	-	127,144
To Special Revenue	65,394	-	65,394
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,216,752</b>	<b>\$ -</b>	<b>\$1,216,752</b>

<b>2009 TRANSPORTATION PROJECT - TR0802</b>	Amended Budget 04/28/10	Approved FY 10-11	Total Project
<b>Revenue</b>			
FTA Section 5307	\$ 1,917,492	\$ -	\$1,917,492
NCDOT SMAP	333,169	-	333,169
Fares	82,420	-	82,420
Gain/Loss Insurance	16,591	-	16,591
From General Fund	301,842	-	301,842
From Special Revenue Fund	65,394	-	65,394
<b>TOTAL REVENUE</b>	<b>\$ 2,716,908</b>	<b>\$ -</b>	<b>\$2,716,908</b>
<b>Expenditures</b>			
Salaries & Benefits	\$ 104,984	\$ -	\$ 104,984
Operating Costs	266,527	-	266,527
Other Op. Costs	500,297	-	500,297
Capital Outlay	1,845,100	-	1,845,100
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,716,908</b>	<b>\$ -</b>	<b>\$2,716,908</b>

**TRANSPORTATION PROJECTS  
BUDGET SUMMARY FY 2011**

<b>2010 TRANSPORTATION PROJECT - TR1001</b>	<b>Amended Budget 04/28/10</b>	<b>Approved FY 10-11</b>	<b>Total Project</b>
<b>Revenue</b>			
FTA Section 5307	\$ 1,159,598	\$ -	\$1,159,598
NCDOT SMAP	254,455	-	254,455
Fares	81,000	-	81,000
Gain/Loss Insurance	6,217	-	6,217
From General Fund	260,455	-	260,455
From Special Revenue Fund	-	-	-
<b>TOTAL REVENUE</b>	<b>\$ 1,761,725</b>	<b>\$ -</b>	<b>\$1,761,725</b>
<b>Expenditures</b>			
Salaries & Benefits	\$ 111,899	\$ -	\$ 111,899
Operating Costs	268,565	-	268,565
Other Op. Costs	481,261	-	481,261
Capital Outlay	900,000	-	900,000
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,761,725</b>	<b>\$ -</b>	<b>\$1,761,725</b>

## **COMMUNITY PROGRAMS DEPARTMENT**

**Fund:** General

**Function:** General Government

### **MISSION**

*To collaborate, advance and oversee community affairs that continue to position the City of Jacksonville as a Caring Community and to advance the quality of life for our Citizens; devise, coordinate and implement programs to increase affinity for young Citizens, improve the nonprofit community and to advance civic education; and advance and oversee projects and programs which further habitat protection and enhancement.*

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### **GOALS FOR FY 10-11**

In support of the City Council's goals, Community Programs will meet the following goals in FY 10-11:

1. Provide communications coordination for City interests and to manage communication resources for the City of Jacksonville.
  - Including communication for Council Goals to manage growth, implement the downtown development plan, and engage the public.
  - Specifically to work with Goal 3: Assess and Respond to the Needs of the Community.
    - Objective 3.1 calls for strategies to engage the public and implementation will be made through surveys, meetings and community education opportunities.
    - Objective 3.3 calls for determination of sufficiency of existing services and service level. This includes the Community Outreach funded by the Council, other print, web and video items.
  - Specifically to aid Goal 6: Building Key Relationships
    - Objective 6.1 calls for communicating relationships in place now, strengthening communications with nonprofits, citizens, employees, local businesses and the military.
  - To operate the Jacksonville-Onslow Government Channel, prepare printed materials and to do actions that would "Tell The Story of The City of Jacksonville."
  - To develop a Messaging and Branding manual for the City to unify the message of the City in a coordinated and meaningful manner.
2. Provide resources and leadership for efforts to improve the capacity and stewardship of the nonprofit community to efficiently serve the Citizens of Jacksonville.
  - Advance Council Goal 2: Develop Strategies to Implement Downtown Development Plan by helping to achieve Objective 2.1 in building capacity of nonprofits in the downtown area, including B. O. L. D. to develop assets that improve the quality of life and promote tourism.
  - Advance Goal 3 by involving the nonprofit community in providing information about the needs of the community, and helping to determine if the nonprofit community can meet the needs of the community without government assistance or more efficiently than government.
  - Advance Goal 6 by communicating with the nonprofit community the work of the City in key relationships
  - Provide leadership and coordination that would provide for training of board members, advance communication among the nonprofit leadership and improve the community of nonprofits.

3. Provide resources and leadership for efforts to advance the downtown development plan including outreach and capacity building within nonprofits.
    - o Advance Council Goal 2: Develop Strategies to Implement Downtown Development Plan by helping to achieve Objective 2.1 in building capacity of nonprofits in the downtown area, including B. O. L. D. to develop assets that improve the quality of life and promote tourism.
  4. Provide services to create stakeholder interests in projects such as Growth Management, Stormwater, Downtown Redevelopment and other communities.
  5. Provide coordination that provides a voice for Youth including action to coordinate and operate the Jacksonville Youth Center to a higher level.
  6. Provide programs that build the affinity of youth for our community.
- 

***Narrative:*** The Community Programs Department supervises the overall communications projects to include the Jacksonville-Onslow Government Television channel (G10), print publications, branding and image issues. Additionally the Department provides programming and coordination for the Jacksonville Youth Council and Youth Center, Onslow Civic Affairs and the City of Jacksonville's outreach to the nonprofit community. Further, Community Programs continues the work of the Community Summits in advancing the Transit program, collaboration with other agencies, and programs for quality of life enhancements such as Project CARE.

In FY 10, after the successful passage of the Jacksonville Occupancy Tax, the Community Programs Department worked to implement the Jacksonville Tourism Development Authority and provide stakeholder services for the effort. The Department will staff the Authority during FY 11.

In FY 09 the Community Programs Department assumed responsibility for the Weed and Seed administration of portions not assigned to law enforcement.

Community Programs works with the City Attorney in monitoring activities of the Legislature. This involves a significant amount of time with elected leaders and others who are knowledgeable of the work of the legislature and impending actions. Work is also undertaken to facilitate activities that are beneficial to the City of Jacksonville and advancing the goals of the City Council. This includes the actions that were taken in the current fiscal year to adopt the Occupancy Tax.

The Community Programs Department plans, coordinates and implements the Sturgeon City Institutes and the annual Youth Mapping program, administers the Onslow Civic Affairs Committee, provides strategic resource to the Jacksonville-Onslow Sports Commission, Sturgeon City of Jacksonville (nonprofit) and the Onslow United Transit System, and serves as liaison to the nonprofit community, providing leadership for the Nonprofit Executives Roundtable and Annual Board Development and Training events.

A major effort has been to increase the number of publications and communication coordination activities.

The department head, Director of Communications and Community Affairs, also serves as a special projects resource for the City Manager, and provides special assistance to the Mayor, Council and City Manager as required.

## Community Programs



### 2010-2011 BUDGET HIGHLIGHTS

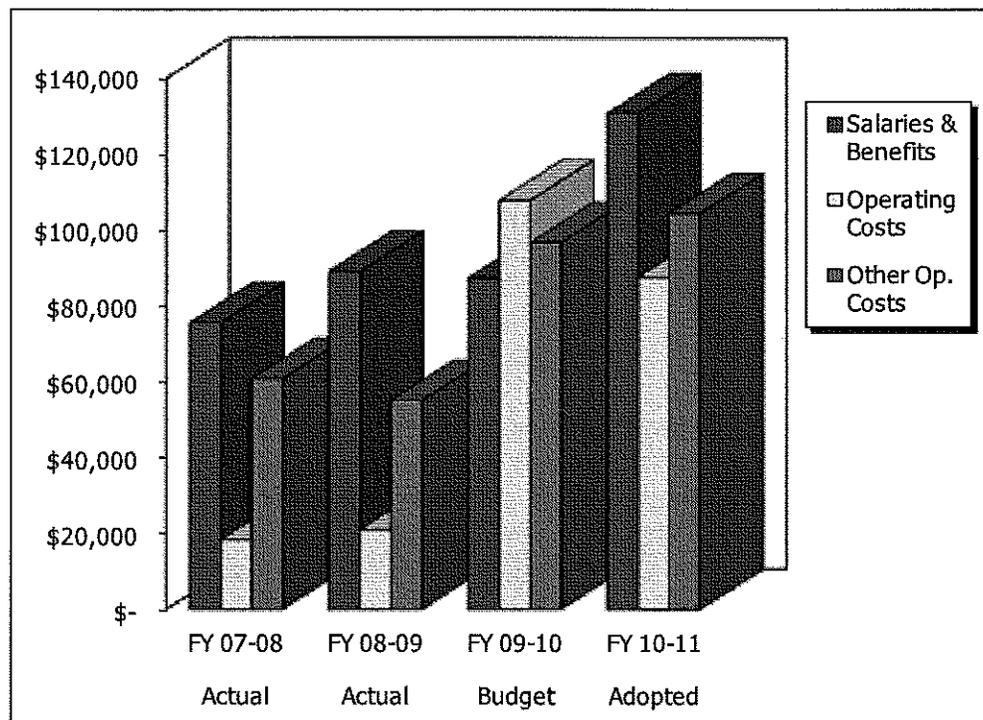
The Weed and Seed grant will no longer fund the Community Programs Position after September 2010 but the grant will continue until 2012. To continue with the Weed and Seed efforts, the Community Programs Coordinator position was requested and approved in the FY 11 budget (\$41,364).

Note that the Communications and Community Affairs Director will be directly involved in the redistricting of the City that will be needed after the release of the 2010 Census information. During 2000, the City saved \$50,000 by using the in-house resources of GIS and demographic experiences of the staff to redistrict the City and to provide an opportunity for community input and stakeholder involvement.

### DEPARTMENTAL SUMMARY

	Actual FY 07-08	Actual FY 08-09	Budget FY 09-10	Adopted FY 10-11
<b>Expenditures</b>				
Salaries & Benefits	\$ 75,624	\$ 89,207	\$ 87,455	\$ 130,787
Operating Costs	18,335	21,008	107,888	87,673
Other Op. Costs	60,881	55,184	96,808	104,419
<b>Total Expenditures</b>	<b>\$ 154,840</b>	<b>\$ 165,399</b>	<b>\$ 292,151</b>	<b>\$ 322,879</b>
<b>Full-Time Employees</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>3</b>

### TREND ANALYSIS



The increase in FY 10-11 for Salaries & Benefits includes ten months of funding for the Community Programs Coordinator which had previously been paid for by the Weed and Seed grant which continues for two more years but without staff funding. Additionally, increases include a mandatory increase to the State Retirement contribution of 1.63%; increases in health and dental insurance costs; and an approved 4% salary adjustment for employees. Employees have not received a general wage adjustment nor a performance based increase since FY 08-09.

The FY 09-10 budget includes the City Hall Maintenance internal service fund allocation for the Youth Center, an increase of \$58,156 over the previous year. This increase was also affected by the addition of one position in the City Hall Maintenance Division in FY 08-09, which resulted in a rise in the allocation for all departments. Operating Costs decreased in FY 10-11 because funding is no longer needed for the Census (\$24,000 which was a grant from the Military Growth Task Force, other funding for the Census came from Onslow County and allocation of City funding for this purpose).

Other Operating Costs had a slight decrease in FY 08-09, but went up again significantly by \$37,173 in FY 09-10 in the internal service fund allocations for Video-Media Services (G10TV) and Information Technology Services. This is mainly due to higher usage of G10TV (\$29,795 mostly due to the Census and Weed and Seed projects) and an increase in ITS's budget which caused the allocation to go up by \$5,049. The Internal Services accounts have increased again in FY 10-11.

### FY 09-10 ACCOMPLISHMENTS

- Coordinated and improved communications for activities and projects including the preparation of unified theme documents for invitations, programs and G10 presentations.
  - Wrote sixty-two news releases, prepared twelve utility bill inserts, six program documents for activities, twenty-four newspaper advertisements and a host of other documents.

- Organized and led the Onslow Complete Count Committee, providing specialized publications, presentations, and staff for the committee and events to advance an accurate count for Onslow County.
  - Worked with County resources to coordinate activities.
  - Led negotiations with military officials for participation in a campaign to make military families aware that they could fill out the Census forms.
  - Facilitated efforts to make others aware of the potential damage to our area from the count of deployed persons at their home of record.
  - Won a \$24,800 grant to advance the message that active duty military should fill out their Census forms without danger of changing their residency status.
- Led efforts for the successful passage of the Occupancy tax for Jacksonville.
  - Maintained contact and careful liaison with legislative officials and staffers to assure passage.
  - Facilitated tourism, chamber, stakeholders and others who could have impeded passage and worked to ensure their support for the passage of the bill.
  - Organized efforts to show support of the community for the passage of the bill.
- Began efforts with Finance to implement the Occupancy tax.
  - Worked to find required categorical members of the Jacksonville Tourism Development Authority.
  - Prepared materials and promotional items for the implementation of the tax.
- Continued work to unify the messaging of the City of Jacksonville.
  - Began efforts at branding the City of Jacksonville to include image development and unified messaging.
  - Created images for vehicles of the City.
  - Developed unified imaging for programs and publications.
- Created specific campaigns departments.
  - Sanitation program was updated to reflect minor changes in the program.
- Organized four ceremonies and activities.
- Maintained the Patriot Day (9/11) ceremony and implemented procedures to continue holding the ceremony in future years.
- Coordinated activities for the Onslow Civic Affairs Committee and the Nonprofit Executives Roundtable.
- Held a successful Board Training and Development conference.
- Assisted in the creation of a Conservation Easement to be managed by an outside organization for the expansion of the Land Application Treatment Plant.
- Organized the annual State of the River for the New River Roundtable and coordinated activities with Camp Lejeune on the health of the New River.
- Implemented a \$300,000 grant to construct the floating docks at the Sturgeon City boardwalk.
- Continued coordination efforts for the \$3.2 million US Army Corps of Engineers Wilson Bay Bioremediation Project.
- Administered Jacksonville Youth Council, Jacksonville Youth Center and related activities.
  - Held the third Spring Break activities in the Youth Center.
  - Supervised the National Day of Service, Make a Difference Day, Christmas Cheer Youth Day and nine regular meetings of the Youth Council.
- Held the Twelfth Year anniversary of the Sturgeon City Institutes
  - 1800 students have now participated in the Institutes.
- Assisted the Community Development Division with the nonprofit application for funding and assisted in creation of the criteria and review process in such a manner to allow replication.
- Prepared materials for each meeting of the Jacksonville City Council in regular session and most of the workshops.
- Created the City Calendar ahead of schedule and under budget.

- Led the Onslow United Transit Service on behalf of the City.
- Worked as staff to the Beirut Memorial Commission and operated a successful observance.
- Assisted in the implementation of the Weed and Seed program for the City of Jacksonville and took responsibility for the "seed" portion of the effort.
- Provided special assistance to the City Manager.

**PERFORMANCE MEASURES**

	<b><u>Target</u></b>	<b><u>FY 08-09 Actual</u></b>	<b><u>Jul 09 – Mar 10 Actual</u></b>
Assure the successful operation of the Jacksonville Tourism Development Authority	December 31	New	New
Improve the stewardship and governance of a nonprofit.	March 31	New	December 31
Increase the number of activities at the Jacksonville Youth Council's Youth Center.	September 30	New	December 31
Increase the participation in youth affinity programs for the City of Jacksonville.	June 30	New	Underway
Have a sufficient number of residents demonstrate knowledge and understanding of City programs and operations.	September 30	New	No Test Yet
Increase the participation of Citizens in program development for the City (including the Capital Improvements Plan and similar plans).	December 31	New	Delayed
Implement a Citizens Academy experience to provide experiences that could advance the number of persons willing to serve on boards and commissions as well as to improve the quality of the service of those currently serving.	March 31	New	New

## **HUMAN RESOURCES**

**Fund:** General

**Function:** General Government

### **MISSION**

*To ensure the City of Jacksonville is effectively able to recruit and retain a sufficient number of qualified staff to fulfill the City's mission. The Human Resources Department is committed to providing high quality service to the workforce and the citizens of Jacksonville.*

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### **GOALS FOR FY 10-11**

Human Resources Department goals support the City Council's goal of maintaining a quality workforce (Goal #7,). The Department's short-term goals for the coming year are as follows:

1. Review and revise benefit program offerings and enhance the general knowledge of, and participation in, existing programs.
  2. Improve and maintain employee health through City's Wellness and Safety Programs.
  3. Support and assist departments in recruitment and retention efforts to ensure the existence of qualified staff; utilize existing resources to ensure responsive and efficient recruitment and retention.
  4. Ensure City policies and procedures remain in compliance with all Federal, State and local laws.
  5. Ensure critical employee relations issues are resolved in a fair, timely and collaborative manner.
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**Narrative.** The Human Resources Department is comprised of five major functions:

**Administration** – The Administration function provides leadership and direction for a varied number of responsibilities associated with the City's Human Resources. This division is also responsible for providing administrative support for the Human Resource Department, including the maintenance of all employee personnel records.

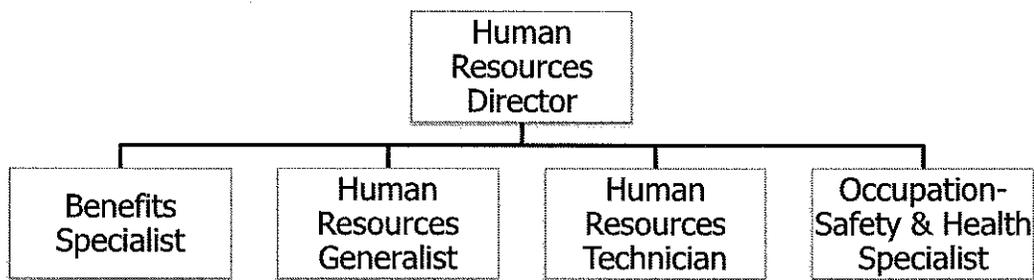
**Employment/Recruitment** – The Employment/Recruitment function is responsible for coordinating the employment process and ensuring compliance with all Federal, State and local laws. This area is responsible for coordinating personnel requisitions, advertising, receipt of "Application for Employment" forms, interviewing applicants, negotiations with Department Directors and prospective applicants, employment testing, etc.

**Classification and Compensation** – The Classification and Compensation function is responsible for assisting Department Directors in developing job descriptions, evaluating and obtaining point factor values, assigning positions in appropriate job grades, and administering the overall compensation program for the City.

**Employee Benefits** – The Employee Benefits function is responsible for administering the City's benefit programs, including various defined contribution vehicles, health and dental insurance, life insurance, vacation, sick leave, holidays, health and benefit fairs, and all voluntary benefit offerings. This section is also responsible for providing education and training programs for City staff.

**Occupational Health & Safety** – The Occupational Health & Safety function is responsible for the Wellness Program, Workers' Compensation, and Safety Programs for the City. This section is also responsible for developing, coordinating, and presenting training programs associated with each of these areas.

## Human Resources Department



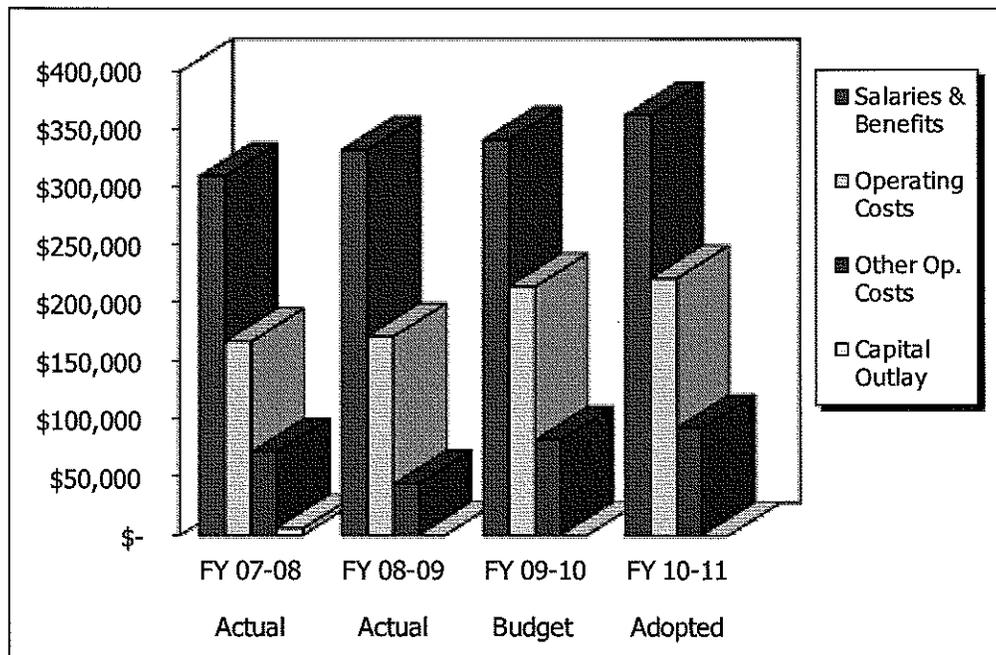
### 2010-2011 BUDGET HIGHLIGHTS

The FY 10-11 adopted budget increased by approximately \$39,000 in expenditures compared to the FY 09-10 budget. The increases are primarily due to a 4% increase in salaries; increases in health and dental insurance costs; and anticipated costs of recruitment for candidates applying for certain key positions.

**DEPARTMENTAL SUMMARY**

	Actual FY 07-08	Actual FY 08-09	Budget FY 09-10	Adopted FY 10-11
<b>Revenue</b>				
Overhead Allocation	\$ 148,658	\$ 154,749	\$ 159,330	\$ 168,753
Wellness Incentive Grant	4,247	3,000	3,000	3,000
NCLM Safety Grant	-	-	600	-
EAP Ongoing Grant	2,432	3,000	3,000	3,000
<b>Total Revenue</b>	<b>155,337</b>	<b>160,749</b>	<b>165,930</b>	<b>174,753</b>
<b>Expenditures</b>				
Salaries & Benefits	\$ 310,196	\$ 332,703	\$ 341,427	\$ 362,695
Operating Costs	167,242	171,617	214,719	221,774
Other Op. Costs	72,167	44,568	82,676	93,040
Capital Outlay	6,255	-	-	-
<b>Total Expenditures</b>	<b>555,860</b>	<b>548,888</b>	<b>638,822</b>	<b>677,509</b>
Revenue over (under) Expenditures	\$ (400,523)	\$ (388,139)	\$ (472,892)	\$ (502,756)
Full-Time Employees	5	5	5	5

**TREND ANALYSIS**



The FY 10-11 budget for Salaries & Benefits includes an increase of \$21,268. This increase includes the required State Retirement contribution of an additional 1.63% for non-law enforcement employees. The City received notification from the State Retirement system that this increase was due to investment losses sustained by the fund during 2008. With the City's renewal of health and dental insurance, we have included a 10% increase for dental coverage and a 7% increase for health

coverage. The majority of the increase in Salaries and benefits for FY10-11 is related to a 4% salary adjustment for employees. Employees have not received a general wage adjustment nor a performance based increase since FY 08-09.

Expenditures for Operating Costs were increased for the current FY 09-10 for increases in software costs for the Taleo performance review system; the Healthcaresource Applicant Tracking system; and anticipated increases in the Tuition Assistance Program. Increases for FY 10-11 include additional costs anticipated for the Taleo system; as well as increased expenditures for the Safety Program.

Fluctuations in Other Operating Costs are due to changes in other Internal Service Fund allocations, such as charges for services from the ITS department and Video Media Services. In FY 10-11 \$24,000 is included for the recruitment expenses anticipated for the hiring process of key positions.

During FY 07-08, \$6,255 in Capital Outlay expenditures were for a badge printer and software upgrades. No Capital Outlay expenditures have been budgeted since FY 07-08.

The overall budget for FY 10-11 reflects an increase in expenditures of approximately \$39,000. The offsetting overhead allocation from this department is proportionate to the increase in expenditures, as compared to the prior year's budget.

### **FY 09-10 ACCOMPLISHMENTS**

- Began regular reporting of the City's Exit Interview data, on a monthly basis, for Department Directors and City Council.
- Decreased the average time between reception of the Personnel Requisition and actual hire by 10 days.
- Expanded the City's General Orientation Program for new employees, to include mandatory education programs, including Workplace Violence, Sexual Harassment, and Diversity.
- Increased the City's 401(k) contribution levels by 1%, effective July 1, 2008.
- Arranged for more financial and retirement workshops for COJ Staff.
- Reduced the City's Workers' Compensation Modification factor from 1.30 to 1.25.

**PERFORMANCE MEASURES**

	<b><u>Target</u></b>	<b><u>FY 08-09 Actual</u></b>	<b><u>Jul 09 – Mar 10 Actual</u></b>
Employee turnover rate to determine impact of current Human Resources Programs on staff retention	11.5%	10.36%	12.57%
Average time between reception of Personnel Requisition and actual hire to reduce non-productive activity associated with the vacancy	45 days	69.81 days	59.36 days
Average number of monthly reportable accidents to determine the effectiveness of current Risk and Safety Programs	6	5.70	3.6
The Experience Modification Factor is calculated annually, based on the number and costs of employee injuries for the previous year and serves as a multiplier when the actual premium is determined.	1.20	1.30	1.25
Number of enrollees and contribution levels in each of the City's 401(k) and 457 defined contribution plans			
Total 401(k) Participants:	525	520	556
Total 457 Plan Participants:	375	377	365
Total Contributions:	\$706,730	\$956,469	\$675,963
Increase employee retention rate	85%	93.68%	85.88%

## **CITY CLERK**

**Fund:** General

**Function:** General Government

### **MISSION**

*To provide professional, courteous, and efficient service and support to the general public, the Mayor and City Council, City Manager and internal departmental staff, in all functional areas that have been designated by NC State Statute as assigned or directed by the City Manager.*

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### **GOALS FOR FY 10-11**

In support of the City Council's goals, the City Clerk will meet the following goals in FY 10-11

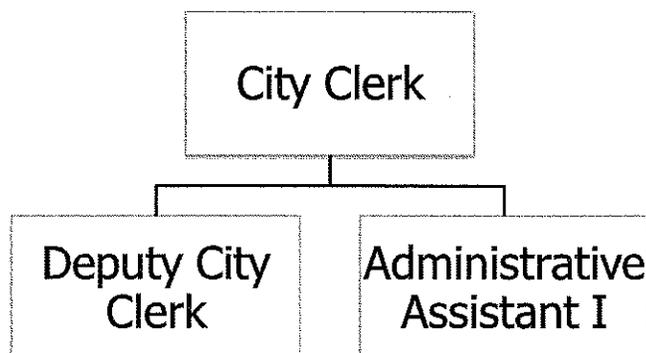
1. Provide the public with requested information with courtesy and respect in a timely manner.
  2. Take and transcribe fact-based meeting minutes accurately in order to establish the historical record of the actions of the City Council.
  3. Identify and develop processes that will increase customer satisfaction, reduce costs, and find ways to work more efficiently by reducing redundancy.
  4. Safeguard all official permanent records of the City Council and provide leadership and advice to all City departments in terms of the legal requirements for retention and availability of public records.
  5. Maintain qualified staff for service delivery.
  6. Maintain effective working relationships with the elected body, City staff and all partner agencies.
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***Narrative.*** The City's Clerk's Office maintains and preserves the official records of the City Council and acts as public records coordinator for the City. This Office is responsible for coordinating meetings of the Council and preparation of the Council agenda packets, codification and distribution of the Jacksonville City Code, and ensuring City compliance with State laws related to local government meetings, including public notifications and accessibility.

The Office provides support to the Mayor's Office in scheduling appearances; preparing official proclamations, certificates, and supporting event information; as well as responding to citizen inquiries, complaints, and requests. Administrative responsibilities to the Mayor's Office includes providing staff support to the Mayor's Committee for Persons with Disabilities; a 26 member City Advisory Board and active community advocacy group with more than 14 annual events and/or project involvements.

The Clerk's Office is also involved in a wide array of additional duties to include legal and statutorily required processes such as voluntary annexation and street closing petitions; issuance and documentation of deeds of owner transfer of City Cemetery lots; special local government presentations and City Hall Tours for youth; sale of surplus real property procedures; coordination of the appointment process to Citizen Advisory Boards; acting as Fair Housing Complaint Officer and ADA Coordinator; providing support to City Attorney as needed in terms of research and preparation of agenda items, resolutions and ordinances; administering and tracking oath of offices to all City officials; special event planning; and administering the Council and Elections budget.

## City Clerk

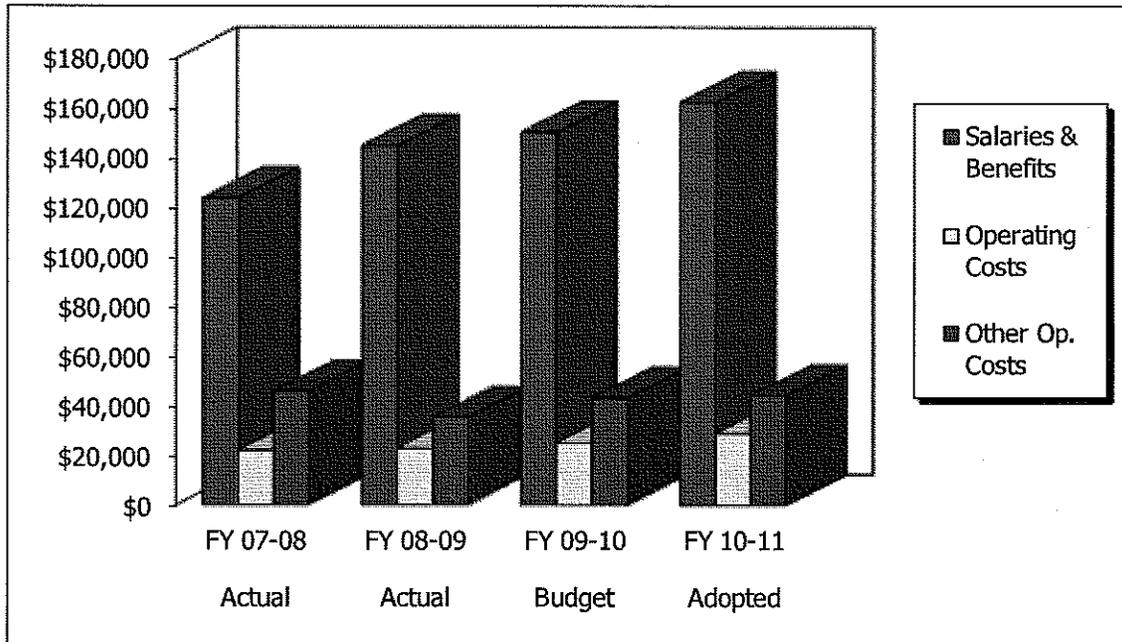
**2010-2011 BUDGET HIGHLIGHTS**

There are no significant changes to the budget from the previous year and no new requests for personnel or office equipment. The primary increase from the previous year's budget is mainly attributable to the increases for EIR (Employment Improvement Raises) and employee benefits and an increase in health insurance costs. There were minor increases in the internal service funds (ITS Services and Video Media) as well as an increase in the legal notice budget to cover required advertisements for the CAMA and UDO adoptions, and involuntary annexation public notices.

**DEPARTMENTAL SUMMARY**

	Actual FY 07-08	Actual FY 08-09	Budget FY 09-10	Adopted FY 10-11
<b>Revenue</b>				
Overhead Allocation	\$ 16,284	\$ 23,940	\$ 27,442	\$ 26,582
Annex/St Closing Petition	3,000	1,500	-	1,500
<b>Total Revenue</b>	<b>19,284</b>	<b>25,440</b>	<b>27,442</b>	<b>28,082</b>
<b>Expenditures</b>				
Salaries & Benefits	123,852	144,878	150,168	162,329
Operating Costs	22,016	22,725	24,893	28,796
Other Op. Costs	45,949	35,327	43,223	44,180
<b>Total Expenditures</b>	<b>191,817</b>	<b>202,930</b>	<b>218,284</b>	<b>235,305</b>
Revenue over (under) Expenditures	\$ (172,533)	\$ (177,490)	\$ (190,842)	\$ (207,223)
Full-Time Employees	3	3	3	3

### TREND ANALYSIS



FY 08-09 Salaries and Benefits included a full year of adjustments from the new pay plan, an increase in health insurance costs, and no position vacancies during the year, contributing to an overall increase of approximately \$21,000 over FY 07-08. FY 09-10 remained stable due to no change in salaries and benefits being approved that year. Increases in FY 09-10 are attributable to increases in health insurance costs. FY 10-11 Salaries and Benefits will increase approximately \$12,000 primarily due to an (EIR) Employee Improvement Raise and an increase in health insurance costs.

In FY 10-11 Operating Costs increased by approximately \$3,900 due to a supplemental request to add \$5,600 to the legal advertisement budget to cover the projected costs for statutorily required public notices for the proposed involuntary annexation plus the CAMA and UDO Plan adoptions. This amount was offset slightly by a decrease in the training budget due to projected reimbursements and comp training registrations provided by the North Carolina Association of Municipal Clerks (NCAMC) in support of the Jacksonville City Clerk serving as President of the in NCAMC in FY 10-11.

In Other Operating Costs, temporary employee services were required in FY 07-08 due to a vacancy. Other Operating Costs decreased by \$5,427 in FY 08-09 due to no temporary employee services being requested. In FY 09-10 an increase in the ITS internal service fund allocation of \$13,230 was offset by a decrease in the Video/Media Services internal service fund allocation of -\$7,772. In FY 10-11, Other Operating Costs increased due to additional charges from Video/Media Services and the ITS Internal Service Funds.

### FY 09-10 ACCOMPLISHMENTS

- Coordinated 45 Regular, Special, and Workshop City Council Meetings and prepared official meeting minutes. Coordinated completion of 23 Council Agenda packets, 53 Resolutions and 82 City Ordinances. Prepared 154 Mayoral Presentations such as Proclamations, Special Certificates, and Awards.
- Completed hiring and began training process for Deputy City Clerk position.
- Served as First Vice-President (City Clerk) of the North Carolina Association of Municipal Clerks and will serve as President in FY 10-11. Jacksonville will be the only NC Municipality to have had three of their Municipal Clerks serve as President of the State Association.
- Managed, scanned, and indexed permanent records of the City Council and made all minutes, and meeting agenda packets available on the City website for citizen review and research.
- Served as information coordinator for candidates seeking election to the City Council and assisted in orientation process following elections.
- Planned and executed the Council Swearing-In Ceremony, the Annual Veterans Recognition Ceremony, and the Annual City Advisory Boards Recognition Ceremony.
- Completed legal process for 5 voluntary annexation petitions.
- Assisted the City Attorney with the City Manager Hiring Process.
- Mayors Committee for Persons with Disabilities – Prepared agenda materials for 12 regular meetings and 4 special meetings. Served on all sub-committees and focus groups. Responded to disability questions and mediated all accessibility complaints successfully. Planned and assisted in the execution of the following Committee events:
  - Annual Disability Awards Banquet
  - Annual Resource and Information Fair
  - Poster, Poetry, and Essay Contest for all Onslow County and Base Schools
  - Annual Christmas Float
  - Exhibition at National Night Out and various other community events
  - A Committee focus group is studying ideas for an Annual Disability Awareness Day

### PERFORMANCE MEASURES

	<u>Target</u>	<u>FY 07-08 Actual</u>	<u>FY 08-09 Actual</u>	<u>Jul 09 to Mar 10 Actual</u>
Complete and distribute Council agenda packets for all Regular Meetings as directed by the City Manager	90%	100%	100%	100%
Council agenda packets provided to ITS for posting to City Website to make available to the public immediately following distribution to Council	90%	100%	100%	100%
Official Minutes, Resolutions and Ordinances prepared within 3 working days following approval	90%	100%	100%	100%
Respond to requests for Public Information within 3 working days	95%	100%	100%	100%

## ELECTIONS

**Fund:** General

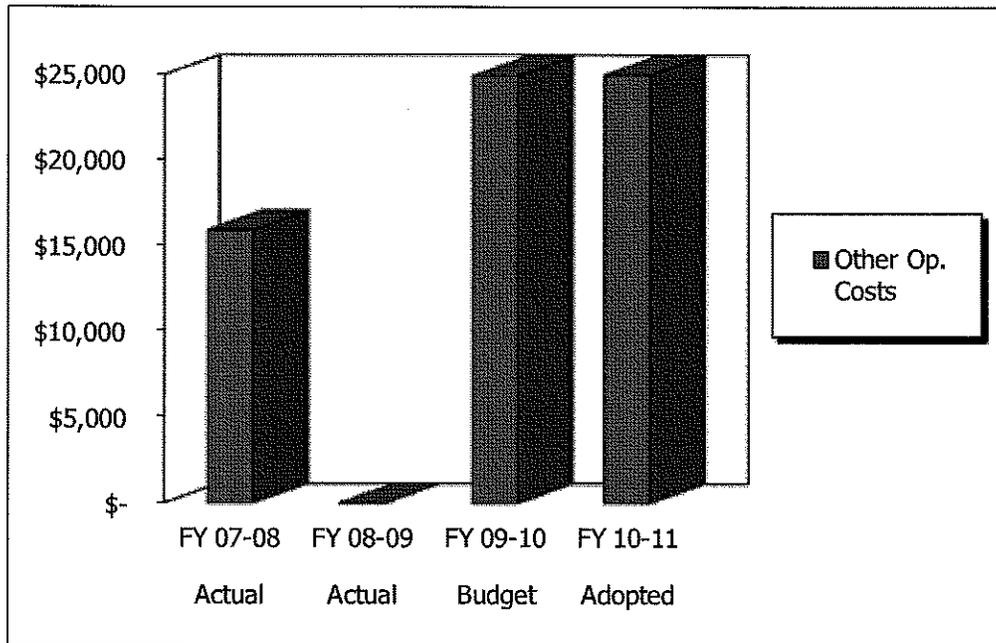
**Function:** General Government

**Narrative.** The Elections budget funds for the cost related to municipal elections. The next municipal election will be held in November of 2011; however, staff is requesting funding in fiscal year 10-11 for contracted professional services to assist the in-house staff effort to complete the required redistricting following the 2010 Census.

### DEPARTMENTAL SUMMARY

	Actual FY 07-08	Actual FY 08-09	Budget FY 09-10	Adopted FY 10-11
Expenditures				
Other Op. Costs	\$ 15,933	\$ -	\$ 24,931	\$ 25,000
<b>TOTAL</b>	<b>\$ 15,933</b>	<b>\$ -</b>	<b>\$ 24,931</b>	<b>\$ 25,000</b>

### TREND ANALYSIS



During FY 08-09 there were no expenditures incurred because it was a non election year for elected officials. Municipal elections were held in FY 09-10, at a cost of \$24,931. The next election will be held in FY 11-12. In FY 10-11, staff is requesting funding for a contracted professional to assist them with an in-house redistricting project. Redistribution of the City's Wards is statutorily required following each Census.

## **FINANCE**

**Fund:** General

**Function:** Finance

### **MISSION**

*To manage City Finances so that costs are kept at a minimum, earnings and revenues are maximized, and all activity is reported fairly and accurately in accordance with the Local Government Budget and Fiscal Control Act, applicable State and Federal regulations, and Generally Accepted Accounting Principles.*

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### **GOALS FOR FY 10-11**

The Finance Department goals support the City Council's goals by supporting development of plans to ensure adequate City services as the City grows. The Department's long-term, on-going goals are to:

1. Stay abreast of and comply with all Federal, State, and local reporting requirements.
2. Maintain a sound system of internal control.
3. Maintain healthy fund balances and debt ratios to keep the City in an advantageous financial position.

The Department short-term goals for the coming year are as follows:

1. Prepare the Comprehensive Annual Financial Report (CAFR) in accordance with generally accepted accounting principles (GAAP).
  2. Compile an annual budget that reflects the City's goals and objectives.
  3. Promote growth and education of staff.
  4. Maximize the City's potential investment earnings.
  5. Process accurate and timely payment to vendors.
  6. Provide management and operating departments with accurate and timely financial data.
  7. Actively seek to collect all monies due to the City in a timely manner.
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***Narrative.*** The Finance Department is composed of five divisions:

**Administration** – The Administration Division provides leadership and oversight for the variety of responsibilities assigned to the Finance Department. This division maintains City financial records in accordance with North Carolina General Statutes and Generally Accepted Accounting Principles (GAAP). The division also monitors the City's Capital Improvement Program and coordinates the annual audit.

**Accounting** – The Accounting Division is composed of two sections called Payment Processing and Reporting. Payment Processing covers all payroll related functions, accounts payable activities, processing of travel requests, and management of the City's procurement card program. The section ensures that all City departments adhere to purchasing policies and procedures.

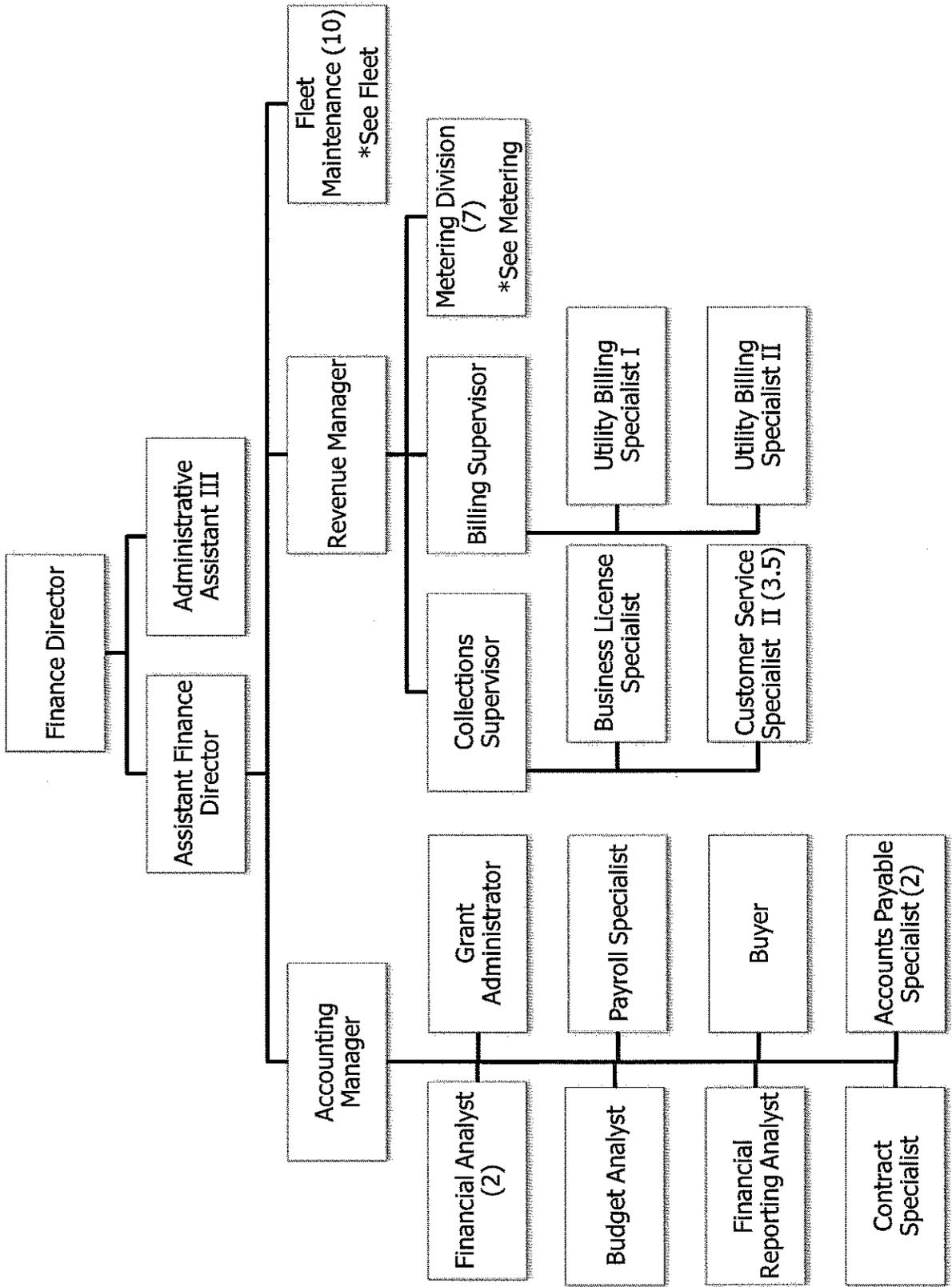
The Reporting section is responsible for the City's investment and treasury management, fiscal grant management, contracts management, and production of the annual budget and CAFR. The Division

also maintains records of fixed assets; handles the sale of surplus property through public auction; and implements and monitors special financial arrangements such as the City's self-insurance program, pension obligation financing, and installment purchase financing.

**Utility Billing/Collections** – The Utility Billing/Collections Division manages the billing, collection, and associated customer service functions of sanitation, water and sewer utility payments and stormwater fees. This division coordinates the processing of new service requests, cut-offs, and reconnections. The division also manages accounts receivable, collection and issuance of business licenses, and code enforcement and debt collection. Division staff serves as a central clearinghouse for common questions asked by local citizens. New responsibilities include billing and collection of burglar alarm fees and occupancy taxes.

The **Fleet Maintenance** and **Metering** Divisions also fall under the direction of the Finance Director; however, these divisions are included in the Internal Service Funds and Water/Sewer Fund sections, respectively. Please see those sections for more information.

# Finance



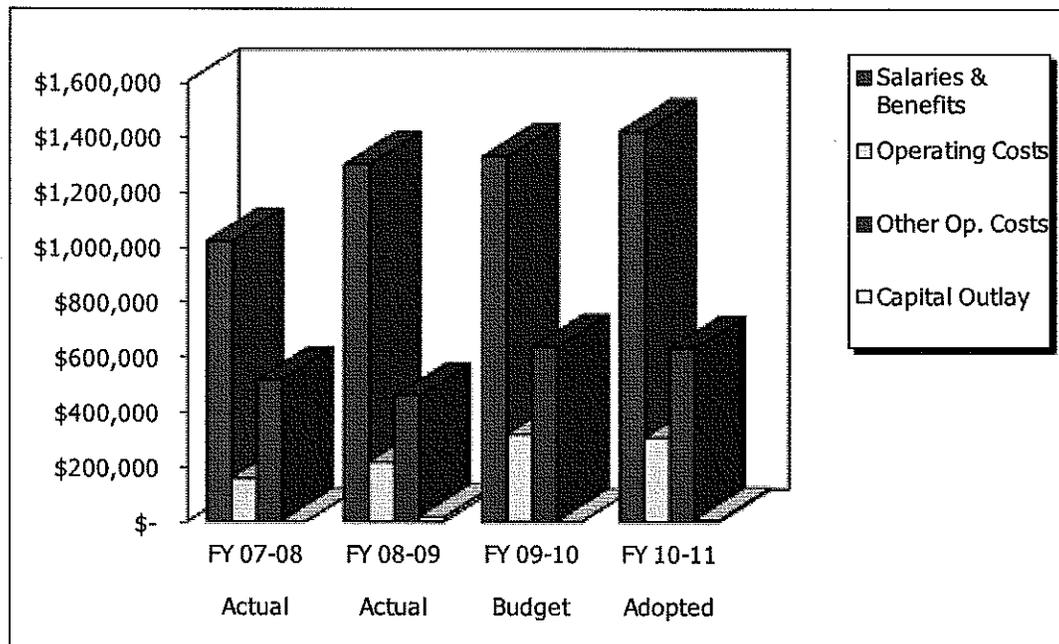
**2010-2011 BUDGET HIGHLIGHTS**

The adopted budget includes costs for 2 additional phone lines for our IVR system to assist with customer calls in the utility billing area (\$6,000) and additional audit fees for the 3 American Recovery and Reinvestment Act (ARRA) projects the City has that require single audits (\$11,700).

**DEPARTMENTAL SUMMARY**

	Actual FY 07-08	Actual FY 08-09	Budget FY 09-10	Adopted FY 10-11
<b>Revenue</b>				
Investment Earnings	\$ 1,566,941	\$ 451,955	\$ 309,843	\$ 160,245
Overhead Allocation	686,636	877,629	837,640	819,464
Privilege Licenses	649,834	685,017	749,139	749,000
Credit Reports	4,477	5,147	4,800	5,200
<b>Total Revenue</b>	<b>2,907,888</b>	<b>2,333,343</b>	<b>1,901,422</b>	<b>1,733,909</b>
<b>Expenditures</b>				
Salaries & Benefits	1,019,441	1,297,897	1,326,117	1,417,248
Operating Costs	156,084	215,778	315,471	302,840
Other Op. Costs	514,400	455,450	633,930	629,595
Capital Outlay	-	16,656	736	6,000
<b>Total Expenditures</b>	<b>1,689,925</b>	<b>1,985,781</b>	<b>2,276,254</b>	<b>2,355,683</b>
Revenue over (under) Expenditures	\$ 1,217,963	\$ 347,562	\$ (374,832)	\$ (621,774)
Full-Time Employees	22	23	23	24

**TREND ANALYSIS**



FY 10-11: The increase of \$91,131 in the FY 10-11 budget for Salaries and benefits includes a City-wide increase in the required State retirement contribution of an additional 1.14% for Police

employees and 1.63% for all others. We received notification from the State retirement system that this increase was due to investment losses sustained by the fund during 2008. With the City's renewal of health and dental insurance, we have included a 10% increase for dental coverage and a 7% increase for health coverage. The majority of the increase in Salaries and benefits for FY10-11 is related to a 4% salary adjustment for employees. Employees have not received a cost of living increase nor a performance based increase since FY 08-09. Finance has also requested a part-time position approved by Council in FY 10 for administration of police false alarm fees to be upgraded to full-time to also administer the occupancy tax that goes into effect July 1, 2010. The salary cost will be offset by the revenue generated from the administrative fees for collection of the occupancy tax.

The operating budget for FY 10-11 is less than the FY 09-10 budget by \$12,631 because the cost of the audit for FY 09-10 is currently included in the FY 09-10 budget and will be rolled over to the FY 10-11 budget at year end and this is offset by slight increases in postage, insurance, and City Hall Maintenance charges.

Although department expenditures remained basically flat from FY 08-09 to FY 09-10, investment revenue has declined significantly to \$309,843 in FY 09-10, down from \$796,670 in the previous year, and down from \$1,566,941 in FY 07-08. We are projecting even lower investment returns in FY 10-11 of \$160,245 as indicated by current year trends. This represents a 90% drop in investment earnings over a three-year period due to the economic recession.

FY 09-10: The FY 09-10 net increase of \$28,220 in Salaries and Benefits is mainly due to a budgeted increase in the salaries and benefits compared to actual for FY 08-09, due to vacancies experienced in FY 08-09. The increases in FY 09-10 were offset by the elimination of funding for moving expenses.

Operating costs increased in FY 09-10 due to increased costs for the audit (\$19,775), the remainder of the audit fee from the prior year (\$39,000), additional contracts required to maintain credit card security (\$21,250) and increased training budget (\$16,247).

The FY 09-10 Other Operating costs increased by \$178,480 due to the increase in the ITS allocation back to twelve months and a general increase in the charges (\$93,287), an increase in the budget for Property Tax collection fees of \$33,429, which includes audits of business personal property, an additional cost to redesign the Utility Bill (\$10,000), bank fees increased by \$33,000 as more utility customers paid their bills with credit cards.

FY 08-09: In FY 08-09, the large increase of \$278,456 was primarily the result of filling the Finance Director position, as well as a new Budget Analyst position (\$59,735); a cost of living increase (\$23,910); increased overtime caused by reclassification of positions to non-exempt in the new pay plan (\$12,450); a full year of adjustments for the new pay plan (\$65,500), a significant increase in the cost of health insurance (\$10,653); and contracted costs associated with hiring the Finance Director (\$12,000).

Increases of \$59,694 in FY 08-09 Operating Costs are primarily attributed to the final payment for the previous year's audit (\$25,125); interim payments for the current year audit (\$20,800); a software maintenance contract being required for the Integrated Voice Response (IVR) system in Utility Billing upon expiration of the warranty period (\$10,880); with the remaining increase due to higher costs for supplies, insurance, dues/memberships, and fees/licenses.

Other Operating Costs decreased in FY 08-09 by \$58,950 due to consultant fees for recruiting for the Finance Director position (\$21,547), and lower ITS charges (\$66,399) offset by increases in

maintenance contracts (\$14,700), Property Tax collection fees (\$6,345) and IT Equipment purchases (\$8,690). The ITS charges were less because the allocation covered only eight of the twelve months in the fiscal year. This was in order to use up fund balance accumulated in the Internal Service Fund.

The FY 08-09 budget includes \$16,656 in Capital Outlay for an automated check-posting system. FY 10-11 includes funding for an additional phone line in Utility Billing to enhance customer service (\$6,000).

FY 07-08: Salaries and Benefits were unusually low in FY 07-08 due to the Finance Director vacancy.

### **FY 09-10 ACCOMPLISHMENTS**

- For the first time in the City's history, Finance received the Government Finance Officers' Association's (GFOA) Distinguished Budget Presentation Award for the fiscal year beginning July 1, 2009. This Award is the highest form of recognition for governmental budgeting in the U.S. and Canada.
- Finance received the Government Finance Officers' Association's (GFOA) Comprehensive Annual Financial Report Award for the 19th consecutive year for the FY 2009 CAFR. The Award is the highest form of recognition for governmental financial reporting in the U.S. and Canada
- Debt Setoff Program – The City is beginning its ninth year of participation in the Local Government Debt Setoff Program, which allows the NC Department of Revenue to withhold a taxpayer's state tax refund and turn the money over to the City to pay off outstanding debts, usually closed water accounts. The City currently has 4,512 debtors with balances totaling \$596,807 registered in the State database. Since the program's inception in 2002, the City has collected \$138,943 from 1175 debtors.
- The Utility Billing/Collections Division implemented a payment remittance system. This system scans, records, and deposits most utility payments that are received in the mail. This system has reduced staff time spent on processing mail so that they have more time to assist customers. It also enables electronic deposits of the payments so that the revenue is in the bank the same day and helps to reduce NSF payments as they are withdrawn from customer accounts more quickly.
- The Utility Billing/Collections Division has worked to update customer records to increase the number of customers signed up for E-notification as well as correct the out of date email addresses on those previously signed up. E-notification is a service that generates and emails a summary of the customer's utility bill to them. We currently have 4,524 customers signed up for this service. Our goal is to get these customers switched to an email only bill to reduce printing and postage costs for the City.
- In September of 2008, the Accounting Division switched the City from the Bank of America Procurement Card Program to the State Bank of America Procurement Card program which offers a rebate. The rebate is based on several factors; the total volume for all participants and the Cities individual volume. The City received the first rebate in November of 2009 in the amount of \$14,649.93.

- Revenue Bonds-The City issued Revenue Bonds in September 2009 in order to fund various water and sewer projects, to include the expansion of the wastewater treatment plant. These bonds are secured by their guarantee of repayment solely from revenues generated by the water and sewer fund. The issuance of revenue bonds allows the City to diversify its debt portfolio, while funding necessary projects and activities essential to the function of the City and in support of its citizens.

**PERFORMANCE MEASURES**

	<u>Target</u>	<u>Actual</u> <u>FY 05-06</u>	<u>Actual</u> <u>FY 06-07</u>	<u>Actual</u> <u>FY 07-08</u>	<u>Actual</u> <u>FY 08-09</u>	<u>Actual</u> <u>Jul 09- Mar 10</u>
Percent of time external reporting deadlines are met	100%	100%	100%	100%	100%	100%
Percent of Budget Amendments posted to the general ledger within 3 business days of Council approval	95%	91%	97%	100%	100%	100%
Receive Certificate of Achievement for Excellence in Financial Reporting from the GFOA	Every Year	Received for FY05	Received for FY06	Received for FY07	Received for FY08	Received for FY09
Receive Distinguished Budget Presentation Award from the GFOA	Every Year	N/A	N/A	N/A	NO -- 1 <sup>st</sup> year Applied	Received for FY09
Number of Finance related audit findings	None	None	None	None	None	None
Investment yield exceeds benchmark	>Treasury yield	3.93 TreasYld= 4.25	4.65 TreasYld= 4.83	4.01 TreasYld= 2.72	1.89 TreasYld= 0.44	.25 TreasYld= 0.07
Funds received are deposited on the next banking day	100%	100%	100%	100%	100%	100%
Percent of payments received that are posted to the customer account on the same day	100%	100%	100%	100%	100%	100%
Percent of billed revenues uncollected	<10%	7.91%	6.4%	4.4%	7.12%	9.13%
Percent of accounting payments made within terms	95%	96%	95%	96%	97%	99%
Percent of requisitions processed by Finance within 3 business days.	95%	89%	95%	100%	100%	100%

(Note: The Finance Department was one of two departments, along with Sanitation, to implement performance measures in FY05-06; therefore, the department is reporting more years of data than other departments.)

## GENERAL FUND NONDEPARTMENTAL

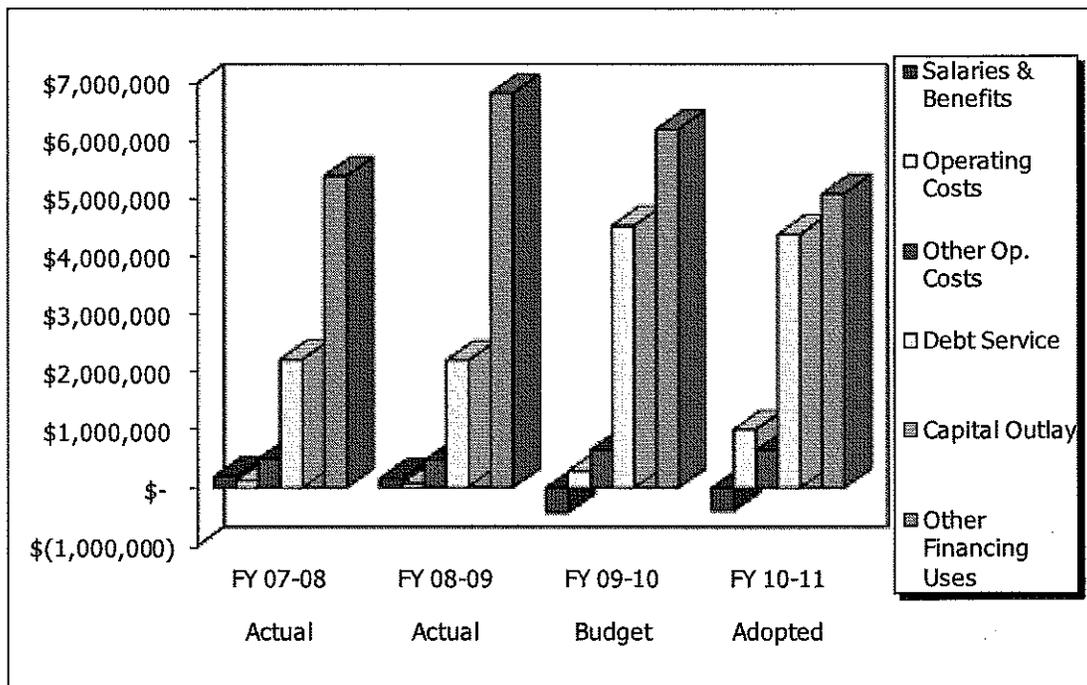
**Fund:** General

**Function:** Nondepartmental

### DEPARTMENTAL SUMMARY

	Actual FY 07-08	Actual FY 08-09	Budget FY 09-10	Adopted FY 10-11
<b>Revenue</b>				
Occupancy Tax				900,000
<b>Total Revenue</b>	-	-	-	900,000
<b>Expenditures</b>				
Salaries & Benefits	\$ 200,000	\$ 162,691	\$ (431,259)	\$ (400,690)
Operating Costs	120,182	70,435	287,193	1,005,132
Other Op. Costs	502,038	472,279	651,828	651,858
Debt Service	2,218,360	2,204,145	4,533,168	4,382,932
Capital Outlay	-	22,470	-	-
Other Financing Uses	5,394,897	6,822,636	6,200,270	5,086,094
<b>Total Expenditures</b>	<b>\$ 8,435,477</b>	<b>\$ 9,754,656</b>	<b>\$ 11,241,200</b>	<b>\$ 10,725,326</b>
<b>Revenue over (under) Expenditures</b>	<b>\$ (8,435,477)</b>	<b>\$ (9,754,656)</b>	<b>\$ (11,241,200)</b>	<b>\$ (9,825,326)</b>

### TREND ANALYSIS



Salaries and Benefits for expenditures for FY 07-08 and FY 08-09 were for health insurance costs prior to transferring these costs to the Self Insurance Internal Service Fund for improved monitoring and reporting. The negative expenditures budgeted for FY 09-10 and FY 10-11 are reductions of \$431,259 and \$400,690, respectively, for salaries, based on anticipated savings due to vacancies and attrition. This amount was determined by using a five-year average to project savings, and is recorded at the non-departmental level.

Changes and increases in the Operating Costs budget include the following: The Downtown Master Plan is no longer budgeted for in this section. The last year for this expenditure was FY 07-08. Increases in the current FY 09-10 include approximately \$165,000 for contingencies; and funding for the employee computer purchase program. For FY 10-11 contingencies are estimated at \$200,000, and the Occupancy Tax Disbursement of \$681,000 is also included in Operating Costs.

Other Operating Costs increased over FY 08-09 due to the inclusion of Interlocal Contributions and the annual Crimestoppers pledge of \$5,000. For FY 09-10 and FY 10-11 the reserve for insurance deductible expenditures has been increased by approximately \$115,000 over prior years. Additionally, for FY 09-10 and FY 10-11, Organizational Development expenses of \$50,000 have been budgeted.

Debt service costs have increased steadily with the development of the Capital Improvement Plan (CIP), as well as due to lower interest rates for borrowing which resulted in more frequent use of installment purchasing for capital and IT equipment. The \$128,352 decrease in next year's debt service is due to principal retirements.

Capital Outlay expenditures have generally not been budgeted for in the nondepartmental function, however, \$22,470 was spent from this budget in FY 08-09 for the purchase of SAS Analytics Pro Software.

Other Financing Uses consists of transfers to other funds to pay for capital projects. Some of the planned FY 10-11 projects include the Firearms Training Range Improvements and Fire Station #5. FY 10-11 includes the \$0.04 of property tax fund allocation to the Capital Reserve Fund of \$1,339,190. The FY 10-11 transfer to the Solid Waste Fund has decreased since FY 07-08.

In FY 07-08, funding for projects dropped by almost \$1.5 million due to the shortage of funds caused by Onslow County's decision to change the sales tax distribution from per capita to ad valorem. In FY 08-09, project funding increased again by \$1.4 million using funds from the property tax increase that was necessary due to the sales tax distribution change. The majority of funds are for public safety projects such as a new Police/Fire Facility, a new fire station required to support a growing community, and improved Fire and Police training facilities.

Transfers to other funds may vary widely from year to year depending on which projects are approved by Council. The FY 10-11 budget for transfers is decreased by \$966,591 from the previous year.

Overall, the FY 10-11 proposed budget for nondepartmental expenditures is \$515,874 lower than in the previous year.

# **PUBLIC SAFETY**

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**This section includes the following Public Safety functions:**

- **Police**
  - **Law Enforcement Grants**
  - **E-911 Fund**
  - **School Resource Officer Program**
  - **Separation Allowance Fund**
- **Fire**
  - **SAFER Grant**

## ***POLICE***

**Fund:** General

**Function:** Public Safety

### **MISSION**

*We, the members of the Jacksonville Police Department, through teamwork with our citizens, are committed to providing a safe community.*

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### **GOALS FOR FY 10-11**

The Police Department's goals support the City Council's goals of managing growth, building key relationships, assessing and responding to the needs of the community, measuring and improving the customer service level in all services, and maintaining a quality workforce. The Department's short-term goals for the coming year are as follows:

1. Provide strategic police response in a reduced amount of time to better serve our citizens.
  2. Inspire public confidence by maintaining a positive perception of the police department by deepening the community partnership with our citizens through a variety of Crime Prevention Programs.
  3. Reduce the volume of traffic collisions by increasing traffic patrol at locations where frequent collisions occur and increasing citizen education.
  4. Reduce crime through differential patrol strategies and programs.
  5. Provide our employees with the most current training and educational programs available.
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***Narrative.*** The Police Department is composed of three divisions:

**Administrative Support Services** – consists of the Communications, Records, and Professional Standards Division:

**Communications Division** - Responsible for accurately collecting, exchanging and disseminating emergency information and relaying it to the proper first responders. This division provides after-hour support for the Records Division by conducting a variety of data base checks and answering all incoming department telephone calls.

**Records Division** - Responsible for performing a wide range of clerical duties. These duties include processing the reports submitted by police officers which include entering reports, assigning case numbers, proofreading the reports and making necessary corrections, and entering data from the report into the Department's records management system. The employees of this division are also responsible for answering inquiries from police officers, other agencies, and the public.

**Professional Standards Division** - Responsible for ensuring that the department maintains the Commission on Accreditation for Law Enforcement Agencies (CALEA) standards by monitoring standard compliance. This division is also responsible for recruiting, processing, and hiring of new personnel, as well as providing or allocating training for all department employees.

**Patrol and Field Operations Division** - consists of the Uniformed Patrol Division, Community Policing Division and Traffic Divisions.

**Uniform Patrol Division** - Responsible for a wide variety of duties including enforcement of traffic laws, conducting initial investigations, and responding to complaints and crimes such as burglaries, suspicious activities, alarms, and domestic disturbances. Additionally, officers perform proactive duties such as patrolling parks, neighborhoods, performing business checks and aiding motorists.

**Community Policing Division** – Responsible for community policing projects which deal with direct one on one contact with the community. The division focuses on problem solving projects to address concerns from the citizens and businesses within the City. The division conducts seminars and educational programs in relation to crime prevention, traffic laws, business and residential safety surveys among other topics. The division works closely with other City Departments on resolving neighborhood and community issues.

**Traffic Division** - Overall goal is to reduce the number and severity of crashes throughout the City by directed and selective traffic enforcement. The Traffic Division is responsible for the investigation of serious life threatening injury and fatal crashes that occur within the City. The Traffic Division is also tasked with the management and supervision of the School Crossing Guard program.

**Investigative Services Division** - consists of the Criminal Investigations Division, Juvenile Investigation Division, Special Operations Division and the Evidence/Property Management Division.

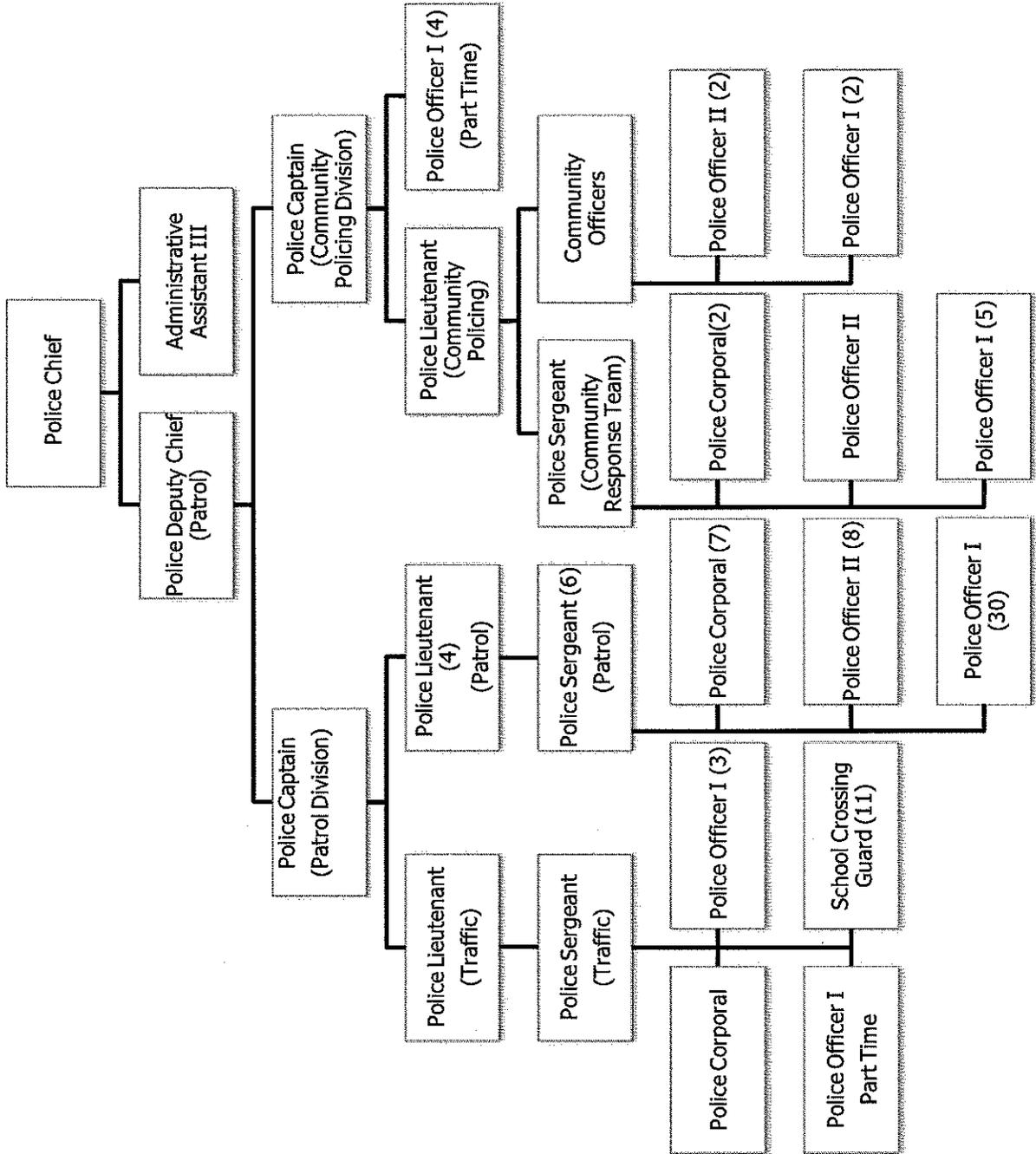
**Criminal Investigation Division** - Investigates all incidents of suspected criminal activity and, with probable cause, will apprehend the perpetrator(s) of the crime. Detectives assigned to this division are responsible for collecting the necessary evidence to ensure the proper disposition of the case. They are responsible for preparing cases to be heard by the Grand Jury, as well as Superior and District Court. The Investigative Services Division also works closely with other federal, state and local agencies providing assistance when needed.

**Juvenile Detectives** - Responsible for investigating any and all complaints and crimes committed against juveniles or by juveniles and charge those who commit such crimes.

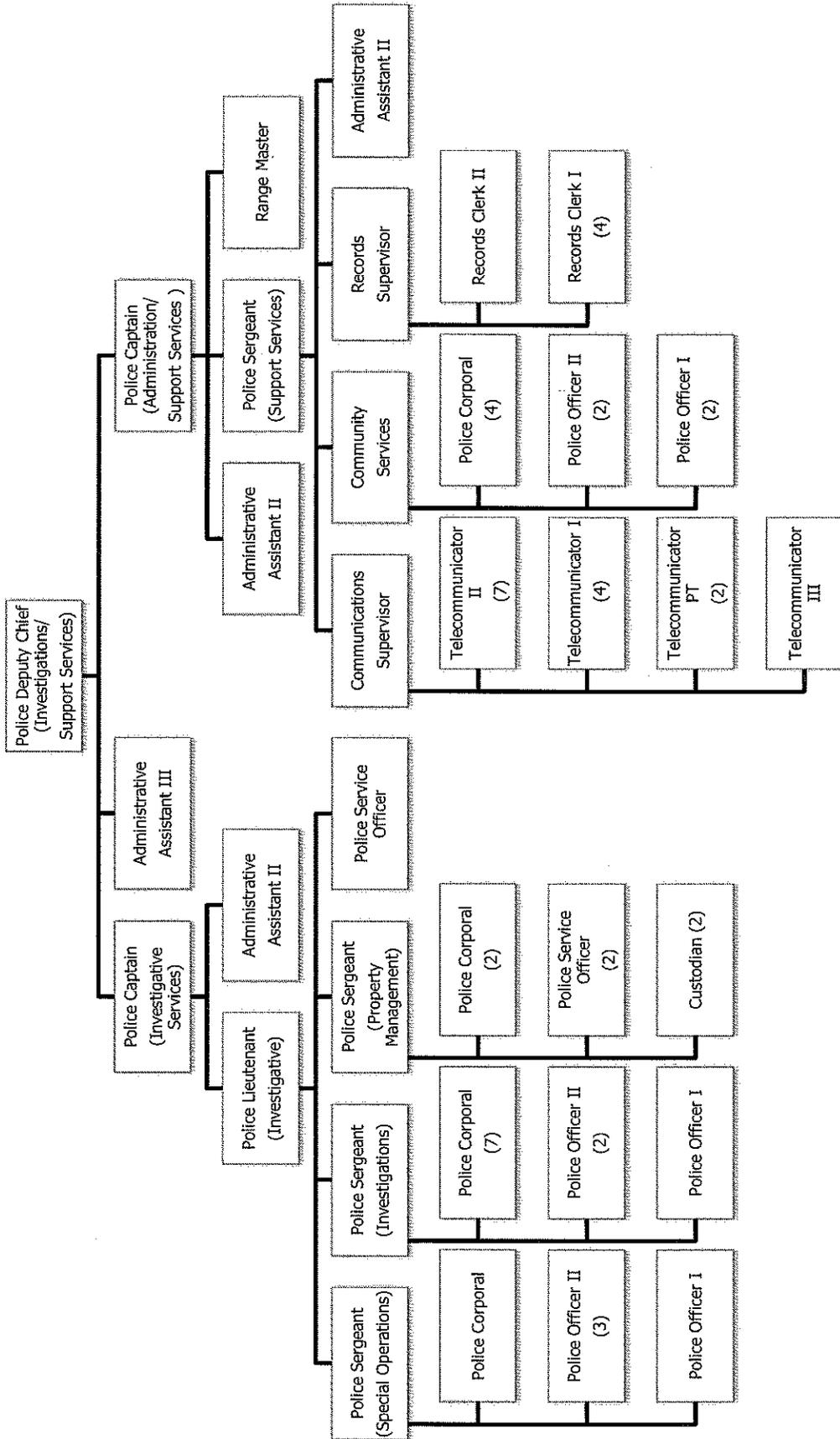
**Special Operations Division** - Primary function is interrupting, reducing and stopping the illegal sale and distribution of controlled substances within the City. This division, through a partnership with federal, state and other local agencies, target street and upper level drug dealers to establish probable cause and apprehend these individuals.

**Evidence/Property Management Division** - Tasked with the investigation and processing of crime scenes. Once all items of evidentiary value have been collected, these officers are responsible for ensuring that the items are properly processed according to the rules of evidence while establishing a chain of custody. This division is also responsible for the supervision of the Police Service Officers (PSO). The PSO's are tasked with performing some duties that are normally performed by sworn police officers, inventory maintain and issue police equipment, taking police reports in the lobby, and other similar duties.

# Police Department – Patrol



# Police Department – Investigative



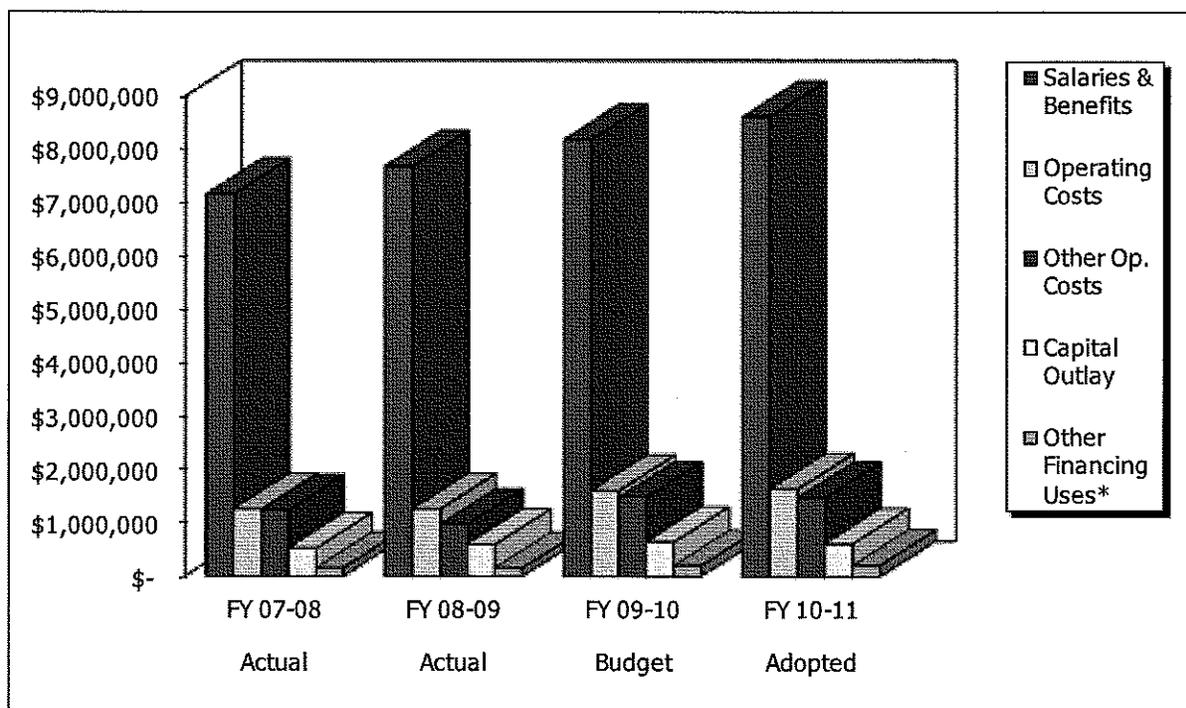
**2010-2011 BUDGET HIGHLIGHTS**

City Council approved funding for one (1) Telecommunicator III position, \$46,333. Funding was also approved for one (1) QuickLinx M Series, \$10,005, two (2) vehicle upgrades, \$1,334, and thirteen (13) patrol vehicle lifecycle replacements, \$101,950.

**DIVISION SUMMARY**

	Actual FY 07-08	Actual FY 08-09	Budget FY 09-10	Adopted FY 10-11
<b>Revenue</b>				
Juvenile Transportation	\$ 150	\$ 200	\$ 1,000	\$ 200
Drug Enforcement	21,257	14,791	-	5,000
PD Community Service Contributions	291	-	300	300
Taxi Permits/Inspections	9,667	11,277	10,558	10,500
Police Court Fees	55,846	59,140	55,000	57,500
Parking Fines	4	40	60	60
False Alarm Fees	2,475	1,950	27,200	77,200
Burglar Alarm Registration	-	-	16,800	33,600
Precious Metal Dealers	-	-	3,800	-
NARTEST	8,300	16,402	12,000	12,000
National Night Out	27,512	189	20,000	20,000
Donations	4,248	10,494	10,800	-
Parade Permits	350	-	-	-
Funeral Escorts	3,025	6,350	5,800	5,800
Wrecker Rotation Member	7,750	7,500	7,500	7,500
<b>Total Revenue</b>	<b>140,875</b>	<b>128,333</b>	<b>170,818</b>	<b>229,660</b>
<b>Expenditures</b>				
Salaries & Benefits	7,164,925	7,685,852	8,186,109	8,620,141
Operating Costs	1,258,206	1,259,628	1,608,526	1,643,267
Other Op. Costs	1,247,600	977,813	1,490,152	1,484,018
Capital Outlay	524,433	596,335	645,475	614,022
Other Financing Uses*	159,140	157,387	203,250	211,387
<b>Total Expenditures</b>	<b>10,354,304</b>	<b>10,677,015</b>	<b>12,133,512</b>	<b>12,572,835</b>
<b>Revenue over (under) Expenditures</b>	<b>\$(10,213,429)</b>	<b>\$(10,548,682)</b>	<b>\$(11,962,694)</b>	<b>\$(12,343,175)</b>
Full-Time Employees	134	134	135	135
Part-Time Employees	15	15	15	15

## TREND ANALYSIS



Increases of \$520,927 from FY 07-08 to FY 08-09 in Salaries and Benefits are due to a full year implementation of the Springsted Pay Plan, cost of living adjustments (3.5%), employee merit raises, and the addition of two police officers. Increases of \$500,257 in the FY 09-10 budget are mostly due to promotions, the addition of one Police Officer, one Administrative Assistant as well as increases in the NC retirement system, 401K contributions and Workers Compensation. Proposed increases of \$434,032 in Salaries and Benefits for FY 10-11 can be attributed to an increase in State Retirement contribution at an additional 1.14% for Police employees and 1.63% for all others. We received notification from the State Retirement system that this increase was due to investment losses sustained by the fund during 2008. With the City's renewal of health and dental insurance, we have included a 10% increase for dental coverage and a 7% increase for health coverage. The majority of the increase in Salaries and benefits for FY10-11 is related to a 4% salary adjustment for employees. Employees have not received a cost of living increase nor a performance based increase since FY 08-09.

An increase of \$1,422 in Operating Costs for FY 08-09 are mainly due to increases in department specific, \$69,458, but were offset by a decrease in fuel charges, (\$57,603), and National Night Out, (\$12,578). In FY 09-10, increases of \$348,898 are primarily due to increases in fuel, \$145,192; department specific, \$81,841; insurance, \$36,637; and communication improvements, \$28,565. In FY 10-11, the estimated increases in the amount of \$29,641 are attributed to increased fleet charges, \$33,768.

In FY 08-09, Other Operating Costs, decreased by (\$269,787) because of reduced ITS charges, (\$257,068). In FY 09-10, increases of \$512,339 are mostly due to increases in the cost of ITS charges, \$410,927, in addition to non-capital equipment, \$79,046. In the FY 10-11 budget, the increases in Other Operating Costs are due to an increase in ITS charges, \$61,777, but are offset by a decrease in Information Technology Equipment, (\$38,833) and non-capital software, (\$4,560).

Increases of \$71,902 in the FY 08-09 budget for Capital Outlay are primarily due to scheduled vehicle lifecycle replacement and for two new vehicles for the additional police officers. Increases of \$49,140 in the FY 09-10 budget are due to the approved fleet rotation. Capital Outlay costs have decreased for FY 10-11 by (\$31,453), due to cost efficiencies resulting from the Fleet rotation program.

### FY 09-10 ACCOMPLISHMENTS

- **Differential Police Response/Call Reduction Strategies** - Today police officers are expected to be more proactive, working with the community to solve problems and prevent crime. Officers must have blocks of time available to do this work. The introduction of innovative call management strategies has become increasingly important to free up officer time, meet other goals for responding effectively to citizens' requests for service, and still respond to life-threatening and other emergencies in the shortest possible time.

Many departments utilize a "Differential Police Response" (DPR) in their call management strategy. Some of the strategies deployed by the Jacksonville Police Department are having trained civilians handle duties that were once handled by a sworn patrol officer, taking reports by telephone, asking callers to file reports at the police department, sending incident reports by mail or utilizing the department's online crime reporting software. Utilizing these strategies the department has shown a 20% reduction in Priority I response times. The following are programs related to the DPR that have been instituted by the Jacksonville Police Department:

- **Online Crime Reporting** - The department created an online portal for crime reporting through the City's website. Citizens can report specific crimes or request particular services without the need of a patrol officer responding. The portal was open to the public during December of 2009. As citizens become familiar with this service, we hope to see significant increases in this accessible and cost saving method of reporting.
- **Web-Based Services to the Public** - Citizens are able to request specific services directly from the City of Jacksonville Web site. These services include: Online Robbery and Burglary Alarm Registration Form; Downloadable Robbery and Burglary Alarm Registration Form; Citizens Involved in Traffic Enforcement (CITE); City of Jacksonville Parade Application; RUOK Program.
- **Community Policing Division Realignment** - Patrol Officers charged with the responsibility for providing focused, community-based problem solving efforts were shifted to a single division. The department's Community Response Teams, Community Officers, Part-Time Officers and K-9 Officers were reassigned under the direct supervision of one Captain and one Lieutenant.
- **Communications Division Efficiency** -The number of calls for service increased from 190,954 in 2008 to 251,261 in 2009, an increase of 60,307 calls. Response Times are calculated from Call Start to Call Arrival. The time from call start to arrival of Priority 1 calls decreased 20% in 2009. The decrease in Priority 1 calls is primarily due to the implementation of the department's Differential Police Response. The use of the Automated Vehicle Locators (AVL) has been utilized to assist with the reduction in response time for Priority 1 calls.

All vehicles in the Uniformed Patrol Division are equipped with an AVL system. These systems use satellite and land communications to display a vehicle's location on the Communication Display Screens. The AVL system is used to enhance an officers' safety, improve asset management, and provide a more efficient force deployment and effective routing of vehicles to emergencies. This will ensure the citizens are provided with a quick and efficient response to their needs.

- **Residential and Commercial Alarms** – In order to reduce responses to false alarms, the Police Department has instituted a new Alarm Response Policy. The goal was to look at our call management practices and address key issues involved in implementing more effective call management strategies. In February of 2009, a new Alarm Ordinance was instituted in order to encourage security alarm users and alarm businesses to maintain the operational reliability and the proper use of alarm systems in limiting unnecessary responses of the City's limited law enforcement resources.
- **Traffic Enforcement** – The department investigated **3,429** crashes in 2009. Because of the agency's increased enforcement efforts, the City experienced a 7% reduction in the overall crash rate (per 10,000 population), as compared to 2008. This reduction in the crash rate resulted in 4% fewer injuries reported.
- **North Carolina Mothers Against Drunk Drivers (M.A.D.D.) Police Hero Award** - Sergeant Mark Ketchum, was nominated by the North Carolina Mothers Against Drunk Drivers (M.A.D.D.) for consideration of their Police Hero award for his enforcement efforts in reducing impaired driving. The award recognizes his endeavors at combating the DWI problem with enforcement efforts (arrests) and education efforts.
- **Community Officer Program** - Jacksonville residents have developed a high level of appreciation for the Community Officer Program and are a major factor in the continued success of the program. Citizens feel comfortable in contacting the Community Officer assigned to their neighborhood to discuss a concern or report an issue. The program has made a significant impact on the fight against crime in the City, providing a vital link between the citizens and the police department. The Community Officers have provided the convenience stores and hotels with Robbery Prevention training. The Community Officers in partnership with the Fire Department have started the first Boat Patrol in order to monitor the New River Bird Sanctuary. Other projects the Community Officers were involved in were the Youth Council Georgetown Roadside Cleanup project, various traffic enforcement projects, the National Night Out 365 project and Code Enforcement assistance projects.
- **Neighborhood Watch** - The intent of the Neighborhood Watch Program is to encourage citizens to assist police by reporting suspicious activities. At present, the department supports more than (40) forty neighborhood associations and apartment communities actively participating in the program. Officers of the division continue to work aggressively to recruit new community watch groups and members. The active involvement of citizens in care and protection of their neighborhoods serves to deter and reduce crime. In many cases this year, citizen reports have been instrumental in interrupting crimes in progress and bringing the criminals to justice.
- **Domestic Violence/Victims Assistance Program** - The department's Domestic Violence/Victim Assistance program is in its second year of operation. This program continues to serve crime victims to ensure that they receive the proper guidance to assist them through the required processes. Staffed by one civilian Police Services Officer, the program is funded

through a Governor's Crime Commission Grant. The program served 560 individuals this year. This program partners with many agencies within the community. This year a Multi-Language Flyer was created in reference to Domestic Violence/Victim Assistance.

- **Special Operations Division** – The division has continued to work collectively with neighboring agencies in Carteret, Craven, Pender and Onslow Counties. This teamwork has resulted in favorable arrests and sizeable seizures of narcotics and assets. In March, a joint undercover operation with the Surf City Police Department, (*Operation Shark Attack*) resulted in 43 arrests. Operation *Shark Attack* removed from the streets of eastern North Carolina 852 grams of marijuana, 265 Ecstasy pills, 121 dosage units of various prescription pills, 39 grams of crack cocaine and 461 grams of powder cocaine.
  - *Operation Vu Ja De*, an extended undercover operation utilizing confidential reliable informants in the purchase of illegal controlled substances within our city, was executed in April of 2009. The operation conducted from January 2009 through early April 2009, collectively resulted in drug arrest warrants for 45 drug dealers (with approximately 400 felony drug charges) and removed approximately \$27,000.00 worth of drugs from the streets of Jacksonville.
- **Communications Center Telephone System Upgrade** – The new Sentinel Patriot Phone System ensures more efficient call handling by allowing call takers to identify the location of the caller before the call is answered. The system has additional features such as a touch screen, ring back and an unlimited speed dial list. The new telephone system is one of the ways that the department is actively making the transition to the next generation of Public Safety software.
- **Association of Public Safety Communications Officials (APCO) Certification** – In 2009, all of the Telecommunicators became certified as Public Safety Dispatchers through the The Association of Public-Safety Communications Officials International (APCO), which is a member driven association of communications professionals that provides leadership; influences public safety communications decisions of government and industry; promotes professional development; and, fosters the development and use of technology for the benefit of the public.
- **Records Division Software Update** - The implementation of electronic field reporting has allowed the Records Division to direct efforts toward other duties within the division. During 2009, the new E-Citation software was fully enabled, allowing it to interface with Clerk of Courts information system. This feature allows the citation data to be directly downloaded to the City of Jacksonville server, where it is converted into the AS/400 system. This eliminates the need for manual entry of reports, saving countless man-hours. Plans are underway in 2010 for the implementation of E-Crash Software. Similar to E-Citation, E-Crash allows officers to submit crash reports electronically. The implementation and efficient use of technology has empowered the Records Division to streamline many tasks at the Jacksonville Police Department.
- **The School Resource Officer Program (SRO)** has been in operation for nine years. A resource officer has been placed in each of the City's high schools and middle schools to provide police services to the schools and interact with the students, gaining voluntary compliance with rules and regulations. There are five SROs in the division.

- **D.A.R.E. and G.R.E.A.T. Programs** – Continued their legacy of success in which law enforcement and schools join forces to educate students with information and skills they need to live a drug-and violence free life. Officers are specially trained to teach school age children techniques on how to resist the temptations of taking drugs and joining gangs. Drug Abuse Resistance Education (D.A.R.E.), consist of a 17 week long curriculum taught to fifth grade students in the City's (6) six elementary and (3) three military dependant schools.
- **Supervisory Training** - The department continues to enhance the skills of its supervisors through the FBI National Academy, Administrative Officer Management Program (AOMP) and programs such as Leadership in Police Organizations (LPO) and Management Development Program (MDP). Seven supervisors attended these programs this year. The department partners with the International Association of Chiefs of Police and Coastal Carolina Community College to provide the Leadership in Police Organizations training (LPO). The department's investment in enhancing the knowledge, skills and abilities of the members of the department has lead to approximately 16,807 hours of in-service, roll call and specialized training for the 2009 calendar year. There have also been two supervisory promotions during this fiscal year. Sgt. Lance Greenwood was promoted to the rank of Lieutenant and Corporal Cox was promoted to the rank of Sergeant.
- **Firing Range Facility** The Jacksonville Police Training Academy (JPTA) continues to be an integral part in the training of our officers. At the core of this commitment to training and development is the Jacksonville Police Department's Firing Range Facility. In 2008, the Range Improvement Plan was approved and set in motion. The Range Improvement Plan proceeds on schedule and when completed, will transform the facility into a state of the art, fully self contained training center. The lease agreement with the City of Jacksonville continues to pay dividends in terms of maintenance and general improvements to the grounds. The Jacksonville Police Department is eagerly anticipating the completion of the project in 2010.
- **Accreditation** - The department is entering its eighteenth year as an accredited law enforcement agency. The agency continues to maintain its commitment to a high level of accountability to itself and to the community. The officers of the department have been instrumental in ensuring that the standards set forth by the Commission on Accreditation for Law Enforcement (CALEA) are an integral part of this agency's policing strategy. In 2008, the Department's transition into the Fifth Edition CALEA Standard began. In 2009, that transition was completed. The agency is currently in complete preparation for our on-site reaccreditation process, scheduled for August 2010.
- **Onslow Hispanic Latino Association** – This local civic organization awarded their annual *Nuestro Amigo Award* (which translates to "Our Friend) to the Chief of Police, who accepted the award on behalf of the entire Police Department. The award recognizes the recipient as a "beacon of light and an example for others to emulate." This honor symbolizes the efforts of the department in breaking down the barriers between police and the limited-English speaking community.
- **Alternative Light Source (ALS)** – The department accepted a 2009 JAG Award funding grant to purchase a forensic Alternative Light Source, a device that will illuminate crime scenes to 14 color spectrums. The specialized equipment is equivalent to a mobile crime lab, allowing police to spot evidence that cannot be seen with the naked eye. Held like a flashlight or radar gun, the ALS allows our crime scene investigators to spot fingerprints, bodily fluids, shoeprints, human bone fragments, drugs, paint and grease. The color band wavelengths allow police to spot bruises and bite marks on darker skin tones. In addition, the ALS can

highlight the different inks on a forged check and show gunpowder residue on a victim's wound or the shooter's hands. The light will allow investigators to search for evidence without disturbing the crime scene. The ALS will also help in the prevention of, damage, or transfer of evidence by police unknowingly walking on it. The light will make tiny fibers and hairs stand out against the background.

- **CrimeStoppers** – The department's successful relationship with CrimeStoppers entered its tenth year. The cash-for-information program provided invaluable help in the arrest of two suspects in a November homicide and in many other cases. November 2009 was the busiest month in the program's history. The calls to CrimeStoppers from citizens make the department successful in bringing criminals to justice.
- **Holiday Task Force** - The Holiday Task Force entered its tenth year of operations. Twenty-eight officers worked to prevent a potential increase in property and personal crimes that might occur in the business districts of Jacksonville during the holiday shopping season. Their focus was on the reduction of larcenies, shoplifting, common law robbery, armed robbery, and breaking and entering to automobiles by using high profile proactive patrols. The task force is designed to address any calls for service that occur in the shopping business districts, allowing the on-duty patrol officers to focus their efforts in other areas of the City. This year's Task Force resulted in twenty-nine arrests and the recovery of \$1,851 worth of stolen merchandise.
- **Robbery Suppression Program** – In June of 2009, officers of the department received specialized training in robbery suppression techniques from Detectives with the Raleigh Police Department. The training consisted of what to look for during a routine traffic stop; recommendations for businesses on prevention techniques and other interactions with the public to spot potential threats. Since this training has been instituted there has been a 74% reduction in commercial robberies.

## PERFORMANCE MEASURES AND WORKLOAD INDICATORS

### Performance Measures

	<u>Target</u>	<u>Actual FY 07-08</u>	<u>Actual FY 08-09</u>	<u>Actual Jul 09- Mar 10</u>
Ensure all recovered firearms have been test fired and the data has been entered into the NIBIN (National Integrated Ballistic Information Network)	100%	100%	100%	100%
Average processing (turnaround, M/S) time all Priorities	5:30	4:21	5:17	5:59
Average processing (turnaround M/S) time of Priority #1 calls	1:15	1:44	2:30	1:36
Percentage of 911 calls answered within three rings	95%	92%	97.6%	98.5%
Cost per call dispatched annually (09/10 Budget \$12,054,110)	\$114	\$102	\$119	\$151
Total Response time to high priority calls	5:00	5:06	6:31	6:01
Number of Community Officer initiated policing projects	30	43	40	22
Release unsolved crime information at least bi-weekly throughout the year to the public as part of the Crime Stoppers Program	26	29	29	18
Maintain and revise CALEA (Commission on Accreditation for Law Enforcement Agencies) accreditation files on a continual basis throughout the year	100%	100%	100%	80%

### Workload Indicators

	<u>Target</u>	<u>Actual FY 07-08</u>	<u>Actual FY 08-09</u>	<u>Actual Jul 09- Mar 10</u>
Number of calls for services	107,000	99,658	99,458	79,743
Number of reports taken annually	7,900	8,748	7,717	5,840
Average Calls dispatched per Sworn Officer (Officers FY 07/08 – 113 FY 08/09 – 115)	875	881	864	693
Average Calls per 1,000 population per year (Est. Population – FY 07/08 – 77,301 FY 08/09 – 81,873)	1,235	1,289	1,215	974

**POLICE SPECIAL REVENUE PROJECTS  
BUDGET SUMMARY FY 2011**

**LAW ENFORCEMENT GRANTS**

<b>BULLETPROOF VEST - PD0102</b>	Amended Budget 04/27/10	Approved FY 10-11	Total Project
Revenue			
Bureau of Justice	\$ 95,831	\$ -	\$ 95,831
NCLM Bulletproof	14,750	2,500	17,250
From General Fund	117,681	4,875	122,556
<b>TOTAL REVENUE</b>	<b>\$ 228,262</b>	<b>\$ 7,375</b>	<b>\$ 235,637</b>
Expenditures			
Operating Costs	\$ 228,262	\$ 7,375	\$ 235,637
<b>TOTAL EXPENDITURES</b>	<b>\$ 228,262</b>	<b>\$ 7,375</b>	<b>\$ 235,637</b>

<b>RESTRICTED FEDERAL DEA - PD0503</b>	Amended Budget 04/27/10	Approved FY 10-11	Total Project
Revenue			
Drug Enforcement	\$ 354,529	\$ -	\$ 354,529
From General Fund	245,167	-	245,167
Special Revenue	2,962	-	2,962
<b>TOTAL REVENUE</b>	<b>\$ 602,658</b>	<b>\$ -</b>	<b>\$ 602,658</b>
Expenditures			
Operating Costs	\$ 258,502	\$ -	\$ 258,502
Other Operating Costs	143,140	-	143,140
Capital Outlay	226,068	-	226,068
Other Financing Uses	17,048	-	17,048
<b>TOTAL EXPENDITURES</b>	<b>\$ 644,758</b>	<b>\$ -</b>	<b>\$ 644,758</b>

<b>RESTRICTED STATE DEA - PD0504</b>	Amended Budget 04/27/10	Approved FY 10-11	Total Project
Revenue			
Drug Enforcement	\$ 86,887	\$ -	\$ 86,887
From General Fund	161,422	-	161,422
<b>TOTAL REVENUE</b>	<b>\$ 248,309</b>	<b>\$ -</b>	<b>\$ 248,309</b>
Expenditures			
Operating Costs	\$ 83,209	\$ -	\$ 83,209
Other Operating Costs	42,723	-	42,723
Capital Outlay	125,543	-	125,543
Other Financing Uses	21,834	-	21,834
<b>TOTAL EXPENDITURES</b>	<b>\$ 273,309</b>	<b>\$ -</b>	<b>\$ 273,309</b>

<b>GCC GANG ENFORCEMENT - PD0802</b>	Amended Budget 04/27/10	Approved FY 10-11	Total Project
Revenue			
Gang Enforcement	\$ 43,652	\$ -	\$ 43,652
Special Revenue	14,551	-	14,551
<b>TOTAL REVENUE</b>	<b>\$ 58,203</b>	<b>\$ -</b>	<b>\$ 58,203</b>
Expenditures			
Salaries and Benefits	\$ 17,633	\$ -	\$ 17,633
Other Operating Costs	13,310	-	13,310
Capital Outlay	25,481	-	25,481
Other Financing Uses	1,779	-	1,779
<b>TOTAL EXPENDITURES</b>	<b>\$ 58,203</b>	<b>\$ -</b>	<b>\$ 58,203</b>

<b>FEDERAL TREASURY SEIZURES - PD0804</b>	Amended Budget 04/27/10	Approved FY 10-11	Total Project
Revenue			
Drug Enforcement	\$ 8,521	\$ -	\$ 8,521
<b>TOTAL REVENUE</b>	<b>\$ 8,521</b>	<b>\$ -</b>	<b>\$ 8,521</b>
Expenditures			
Operating Costs	\$ 8,521	\$ -	8,521
<b>TOTAL EXPENDITURES</b>	<b>\$ 8,521</b>	<b>\$ -</b>	<b>\$ 8,521</b>

<b>WEED AND SEED - PD0901</b>	Amended Budget 04/27/10	Approved FY 10-11	Total Project
Revenue			
Weed and Seed	\$ 150,000	\$ -	\$ 150,000
From General Fund	2,767	-	2,767
<b>TOTAL REVENUE</b>	<b>\$ 152,767</b>	<b>\$ -</b>	<b>\$ 152,767</b>
Expenditures			
Salaries and Benefits	\$ 93,345	\$ -	\$ 93,345
Operating Costs	1,222	-	1,222
Other Operating Costs	56,271	-	56,271
Other Financing Uses	1,929	-	1,929
<b>TOTAL EXPENDITURES</b>	<b>\$ 152,767</b>	<b>\$ -</b>	<b>\$ 152,767</b>

<b>VICTIM'S ASSISTANCE GRANT - PD0902</b>	Amended Budget 04/27/10	Approved FY 10-11	Total Project
Revenue			
Victim's Assistance	\$ 62,697	\$ -	\$ 62,697
From General Fund	11,701	-	11,701
Special Revenue	21,834	-	21,834
<b>TOTAL REVENUE</b>	<b>\$ 96,232</b>	<b>\$ -</b>	<b>\$ 96,232</b>
Expenditures			
Salaries & Benefits	\$ 94,823	\$ -	\$ 94,823
Operating Costs	1,409	-	1,409
<b>TOTAL EXPENDITURES</b>	<b>\$ 96,232</b>	<b>\$ -</b>	<b>\$ 96,232</b>

<b>WEED AND SEED - PD1001</b>	Amended Budget 04/27/10	Approved FY 10-11	Total Project
Revenue			
Weed and Seed	\$ 142,000	\$ -	\$ 142,000
From General Fund	2,192	-	2,192
<b>TOTAL REVENUE</b>	<b>\$ 144,192</b>	<b>\$ -</b>	<b>\$ 144,192</b>
Expenditures			
Salaries & Benefits	\$ 96,670	\$ -	\$ 96,670
Operating Costs	718	-	718
Other Operating Costs	46,804	-	46,804
<b>TOTAL EXPENDITURES</b>	<b>\$ 144,192</b>	<b>\$ -</b>	<b>\$ 144,192</b>

<b>COPS GRANT - PD1002</b>	Amended Budget 04/27/10	Approved FY 10-11	Total Project
Revenue			
COPS Universal Hiring Grant	\$ 1,618,184	\$ -	\$ 1,618,184
<b>TOTAL REVENUE</b>	<b>\$ 1,618,184</b>	<b>\$ -</b>	<b>\$ 1,618,184</b>
Expenditures			
Salaries & Benefits	\$ 1,618,184	\$ -	\$ 1,618,184
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,618,184</b>	<b>\$ -</b>	<b>\$ 1,618,184</b>

<b>2010 JAG GRANT - PD1003</b>	Amended Budget 04/27/10	Approved FY 10-11	Total Project
Revenue			
JAG Grant	\$ 111,112	\$ -	\$ 111,112
Installment Purchase Revenue	\$ 90,640	\$ -	\$ 90,640
<b>TOTAL REVENUE</b>	<b>\$ 201,752</b>	<b>\$ -</b>	<b>\$ 201,752</b>
Expenditures			
Other Operating Expenses	\$ 40,656	\$ -	\$ 40,656
Capital Outlay	\$ 161,096	\$ -	\$ 161,096
<b>TOTAL EXPENDITURES</b>	<b>\$ 201,752</b>	<b>\$ -</b>	<b>\$ 201,752</b>

<b>GOVERNOR'S HWY SAFETY GRANT - PD1004</b>	Amended Budget 04/27/10	Approved FY 10-11	Total Project
Revenue			
GHS Grant	\$ 70,875	\$ -	\$ 70,875
Installment Purchase Revenue	\$ 23,625	\$ -	\$ 23,625
<b>TOTAL REVENUE</b>	<b>\$ 94,500</b>	<b>\$ -</b>	<b>\$ 94,500</b>
Expenditures			
Operating Expenses	\$ 2,500	\$ -	\$ 2,500
Other Operating Expenses	\$ 11,452	\$ -	\$ 11,452
Capital Outlay	\$ 80,548	\$ -	\$ 80,548
<b>TOTAL EXPENDITURES</b>	<b>\$ 94,500</b>	<b>\$ -</b>	<b>\$ 94,500</b>

<b>JAG GRANT (NON-ARRA) - PD1005</b>	Amended Budget 04/27/10	Approved FY 10-11	Total Project
Revenue			
JAG Grant	\$ 27,003	\$ -	\$ 27,003
<b>TOTAL REVENUE</b>	<b>\$ 27,003</b>	<b>\$ -</b>	<b>\$ 27,003</b>
Expenditures			
Operating Expenses	\$ -	\$ -	\$ -
Other Operating Expenses	\$ -	\$ -	\$ -
Capital Outlay	\$ 27,003	\$ -	\$ 27,003
<b>TOTAL EXPENDITURES</b>	<b>\$ 27,003</b>	<b>\$ -</b>	<b>\$ 27,003</b>

<b>800 MHz Radio System Upgrade - PD1101</b>	Amended Budget 04/27/10	Approved FY 10-11	Total Project
Revenue			
From General Fund	-	150,000	150,000
<b>TOTAL REVENUE</b>	<b>\$ -</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>
Expenditures			
Operating Costs	-	150,000	150,000
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>

<b>E-911 FUNDS</b>			
<b>EMERGENCY TELEPHONE 911 - ET0801</b>	Amended Budget 04/27/10	Approved FY 10-11	Total Project
Revenue			
Phone surcharge fee	\$ 996,645	\$ 420,896	\$1,417,541
From General Fund	11,171	-	11,171
From Special Revenue	445,390	-	445,390
<b>TOTAL REVENUE</b>	<b>\$ 1,453,206</b>	<b>\$ 420,896</b>	<b>\$1,874,102</b>
Expenditures			
Salaries and Benefits	\$ 14,995	\$ -	\$ 14,995
Operating Costs	584,735	420,896	1,005,631
Other Operating Costs	15,000	-	15,000
Capital Outlay	855,551	-	855,551
Other Financing Uses	2,925	-	2,925
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,473,206</b>	<b>\$ 420,896</b>	<b>\$1,891,177</b>

<b>SCHOOL RESOURCE OFFICER - PD9803</b>	Amended Budget 04/27/10	Approved FY 10-11	Total Project
Revenue			
Onslow County BOE	\$ 2,483,041	\$ 283,944	\$2,766,985
From General Fund	1,227,389	155,818	1,383,207
<b>TOTAL REVENUE</b>	<b>\$ 3,710,430</b>	<b>\$ 439,762</b>	<b>\$4,150,192</b>
Expenditures			
Salaries & Benefits	\$ 3,159,285	\$ 344,252	\$3,503,537
Operating Costs	283,122	46,956	330,078
Other Operating Costs	109,057	7,184	116,241
Capital Outlay	20,257	41,370	61,627
Other Financing Uses	147,178	-	147,178
<b>TOTAL EXPENDITURES</b>	<b>\$ 3,718,899</b>	<b>\$ 439,762</b>	<b>\$4,158,661</b>

**SEPARATION ALLOWANCE FUND  
BUDGET SUMMARY FY 2011**

<b>SEPARATION ALLOWANCE FUND - TA7187</b>	<b>Amended Budget 04/27/10</b>	<b>Approved FY 10-11</b>	<b>Total Project</b>
<b>Revenue</b>			
Appropriated fund balance	\$ (105,308)	\$ -	\$ (105,308)
From General Fund	1,683,953	211,387	1,895,340
<b>TOTAL REVENUE</b>	<b>\$ 1,578,645</b>	<b>\$ 211,387</b>	<b>\$ 1,790,032</b>
<b>Expenditures</b>			
Salaries & Benefits	\$ 1,756,828	\$ 211,387	\$ 1,968,215
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,756,828</b>	<b>\$ 211,387</b>	<b>\$ 1,968,215</b>

## ***FIRE***

**Fund:** General

**Function:** Public Safety

### **MISSION**

*The mission of the Fire Department is "to provide excellent customer service through prevention, readiness, and response to threats to the lives and property of the people we serve."*

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### **GOALS FOR FY 10-11**

The Fire Department's goals support the City Council's goals to Assess and Respond to the Needs of the Community, Attract and Maintain a Quality Workforce, Ensure Adequate Utility Infrastructure to Meet Current Needs and Future Growth of the Community, Measure and Improve Customer Service Level in all Services, and Build Key Relationships. The Department's short-term goals for the coming year are as follows:

1. Provide resource management to deliver effective emergency services.
  2. Respond to emergency situations to minimize civilian injuries/deaths and property damage.
  3. Maintain a qualified staff for service delivery.
  4. Provide effective fire prevention life safety programs.
  5. Maintain effective relationships with partner agencies.
- 

***Narrative.*** The Fire Department is composed of four divisions:

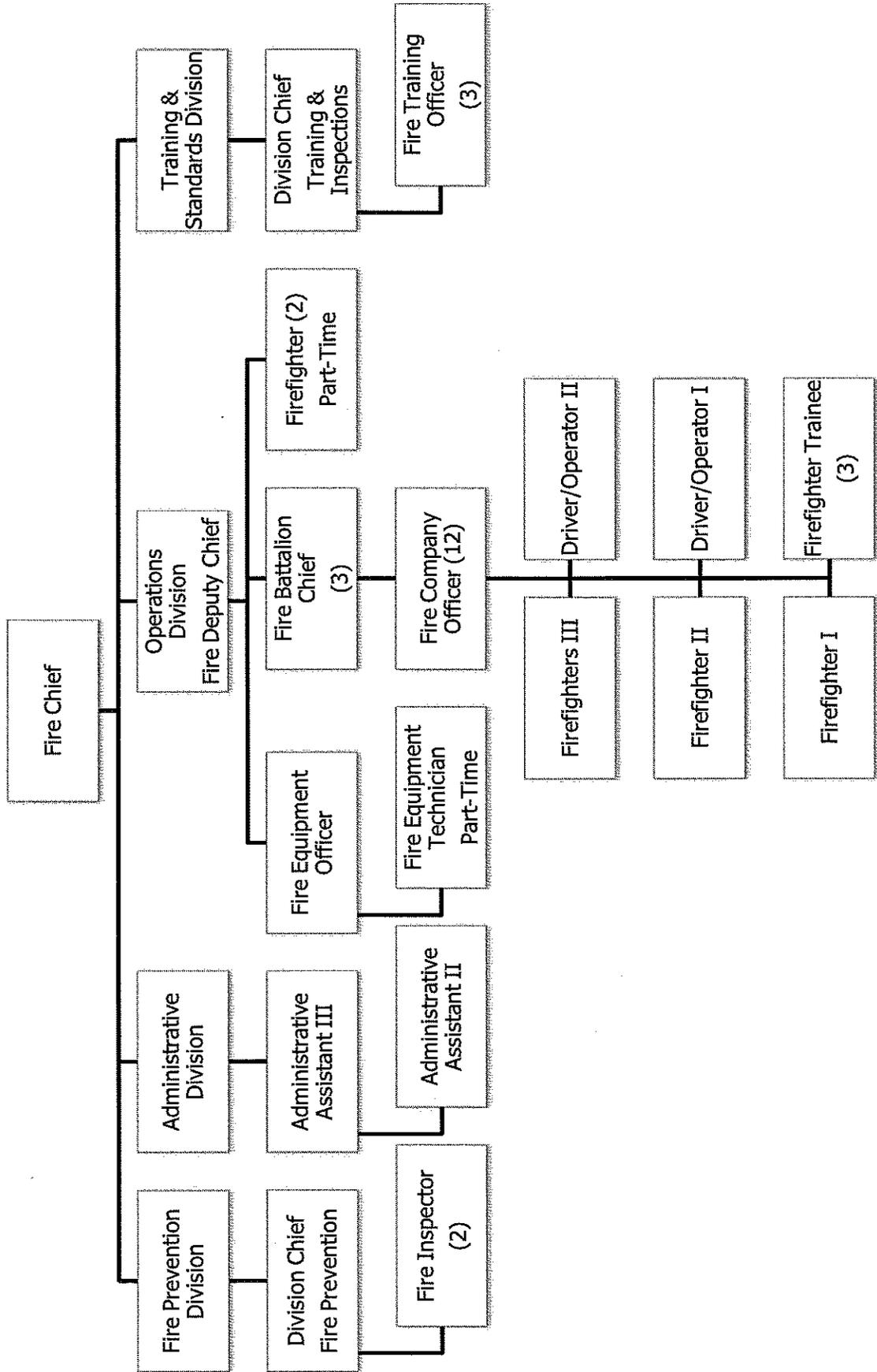
**Administrative Division** – Provides leadership and direction for the various responsibilities assigned to the department. The division manages the day-to-day responsibilities to include, fiscal, payroll and personnel management, internal controls, purchasing of services, supplies, and equipment. In performing these responsibilities, the division must research and study new equipment, write new equipment specifications, collect data for reports and records involving periodic management and annual reports. The division also compiles fiscal information for preparing the budget. The division serves as the liaison between the department and the various branches of city government. We also assist with setting future goals of the department.

**Operations Division** – The City of Jacksonville's Fire Department is ready to respond to emergency calls 24 hours per day, 365 days per year, with the goal of minimizing the loss of life and property for the citizens of the City of Jacksonville through the efficient response of personnel and equipment and conducting programs that promote fire and life safety. The Operations Division provides services in fire suppression, first responder, confined space, as well as various types of calls for service for the citizens of the City of Jacksonville. Additionally, the Jacksonville Fire Department has specialty teams in Structural Collapse, Water Rescue, and a Hazardous Materials Technician. The majority of the Fire Prevention programs are conducted by operational personnel for schools and many civic organizations. The Operations Division is also responsible for the maintenance of facilities and equipment in order to maintain an effective and efficient response for the citizens of the City of Jacksonville.

**Fire Prevention Division** - Develops and maintains effective and efficient programs directed toward identification of the causes and origins of fire, explosions and other emergency situations that endanger life and property. The Division coordinates mandated fire inspections and also provides building plan reviews as set forth by the North Carolina State Fire Prevention Code. Fire/Life safety classes are also presented to citizen groups, school-age classes, city employees, and other groups as requested.

**Fire Training and Standards Division** - Responsible for planning and directing all training activities of the Department, including assessment of training needs, curriculum development and scheduling. The Training Division is also responsible for implementation of the Department Safety Program, firefighter recruitment, and specialty response team coordination.

# Fire Department



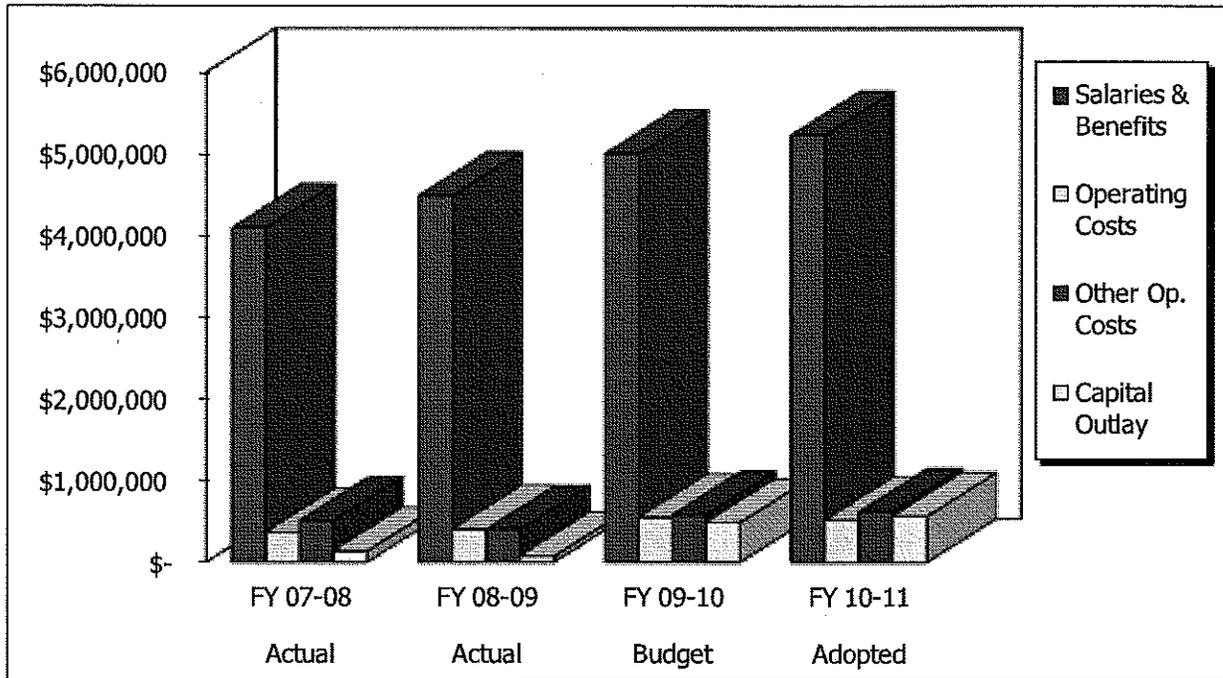
**2010-2011 BUDGET HIGHLIGHTS**

The replacement of Engine 1, \$480,000; equipment for Engine 3, \$52,825; and the addition of three (3) firefighters, \$140,093.

**DEPARTMENTAL SUMMARY**

	Actual FY 07-08	Actual FY 08-09	Budget FY 09-10	Adopted FY 10-11
<b>Revenue</b>				
False Alarm Fees	\$ 875	\$ 100	\$ 1,000	\$ 500
Fire Inspection Fees/Penalty	16,045	27,546	22,575	24,000
Fire Protection Permit Fees	21,516	3,225	15,000	20,000
State Owned Bldg Fire Pro	1,529	2,312	1,802	1,800
Fire Department Contributions	3,000	-	-	-
<b>Total Revenue</b>	<b>42,965</b>	<b>33,183</b>	<b>40,377</b>	<b>46,300</b>
<b>Expenditures</b>				
Salaries & Benefits	4,094,083	4,487,545	5,002,487	5,230,992
Operating Costs	361,224	399,966	544,782	513,480
Other Op. Costs	507,372	397,188	582,808	616,646
Capital Outlay	133,251	72,911	488,079	563,231
<b>Total Expenditures</b>	<b>5,095,930</b>	<b>5,357,610</b>	<b>6,618,156</b>	<b>6,924,349</b>
<b>Revenue over (under) Expenditures</b>	<b>\$(5,052,965)</b>	<b>\$(5,324,427)</b>	<b>\$(6,577,779)</b>	<b>\$(6,878,049)</b>
<b>Full Time Employees</b>	<b>75</b>	<b>81</b>	<b>86</b>	<b>89</b>
<b>Part Time Employees</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

**TREND ANALYSIS**



Increases of \$393,462 in the FY 08-09 budget were due to the cost of implementing a full year of the Pay Plan, a cost of living allowance (3.5%), as well as costs associated with the addition of a new Fire Prevention Inspector. Increases of \$514,942 in the approved FY09-10 budget in Salaries and Benefits were due to an increase in worker's compensation costs of \$45,978, as well as the cost of five (5) firefighters for one half year, which will be needed to staff Fire Station #5 when it comes online in FY 12. Increases of \$228,505 in the FY 10-11 budget are due to the hiring of three (3) firefighters at \$126,030, as well as increases in State Retirement contributions. The required State Retirement contribution is an additional 1.14% for Police employees and 1.63% for all others. We received notification from the State Retirement system that this increase was due to investment losses sustained by the fund during 2008. With the City's renewal of health and dental insurance, we have included a 10% increase for dental coverage and a 7% increase for health coverage. The majority of the increase in Salaries and benefits for FY 10-11 is related to a 4% salary adjustment for employees. Employees have not received a cost of living increase nor a performance based increase since FY 08-09.

Expenditures in the amount of \$38,742 for FY 08-09 increased primarily due to training, \$3,180; as well as increased costs in department specific, \$8,835; and fleet maintenance charges of \$12,384. Increases of \$144,816 in the approved FY 09-10 budget in Operating Costs are due to an increase in fleet maintenance charges of \$22,185, increase fuel charges of \$10,327, as well as a needed increase in departmental non-rental uniforms in the amount of \$41,448. For FY 10-11 Operating Expenses decreased by \$31,302 due to a decline in fleet maintenance charges of (\$16,441) and a decrease in department specific in the amount of (\$21,362).

Decreases of \$110,184 in the FY 08-09 budget, Other Operating Expenses, are due to decreases in Information Technology Services in the amount of (\$115,031) which is offset by an increase in additional non-capital IT equipment and software in the amount of \$5,714. Increases of \$185,620 in the approved FY 09-10 budget, Other Operating Costs, are due to an increase in ITS charges of \$126,350. An increase of \$33,838 for the FY 10-11 budget can be attributed to an

increase in ITS charges of \$16,505 and an increase in non-capital equipment in the amount of \$14,533.

Decreases of (\$60,340) in the FY 08-09 Capital Outlay budget were due to a decrease in vehicle and equipment lifecycle replacement. Increases of \$415,168 in the approved FY 09-10 budget were primarily due to the replacement of Engine #3 and two (2) administrative vehicles. An increase of \$75,152 in the FY 10-11 Capital Outlay budget is due to the replacement of Engine #1 and equipment for Engine #3.

### **FY 09-10 ACCOMPLISHMENTS**

**Annual Accreditation Compliance Report:** As part of the requirements to retain International Accredited Agency status, the Department must keep the commission staff informed of any significant changes or developments in activities, direction, or programming. This was accomplished by the preparation and submission of an Annual Compliance report that was submitted for approval in July, 2009.

**NIMS Training:** The Jacksonville Fire Department continues to complete the required NIMS training. The command staff recently completed the NIMS 400 training course in early 2009.

**Georgetown Emergency Service Training Ground:** The Training Division modified the Georgetown Training Facility Phase Plan to coincide with a change in the capital improvement project associated with the training center. The Finance Department requested that the CIP be closed out and a new CIP be requested for additional site development.

Phase I is slated to be completed by the end of June 2010 with the closure of that CIP. This includes construction of the new tower with burn room, expanding the paved road, installing fencing, site work and installing an electric gate. All of these projects with the exception of installing the electric gate and widening the paved road have been completed to date.

The Department has submitted a new CIP for Phase 2 which will build on a partnership with Onslow County Fireman's Association and Coastal Carolina Community College. This phase is projected to include restroom facilities and incorporate more training simulation areas such as a Structural Collapse/USAR Training Area, an L.P. Gas Fire Training Area, a Ventilation/Truck Company Training Area, a Confined Space Training Area, and lighting around the site. The projected completion date is end of fiscal year 2012.

**SAFER Grant Update:** The Jacksonville Fire Department was awarded a SAFER Grant (Staffing for Adequate Fire and Emergency Response) by FEMA in the amount of \$541,900 for the hiring of additional firefighters in FY 2009. This SAFER Grant has funded 5 additional firefighter positions. We are in the second year of the grant; so far the department has saved \$178,367. Over the past 10 months from April 8, 2009 through February 26, 2010, the total cumulative expenditures are \$215,705, the total reimbursable amount is \$178,367, and the City's shares of expenditures are \$37,337.

**Muscular Dystrophy Association "Fill the Boot" Fund Raising Campaign:** For the fourth year in a row the Jacksonville Fire Department has completed fundraisers for the Muscular Dystrophy Association. On March 12-14, Jacksonville Firefighters dedicated their time raising money for this organization through the Fill the Boot" Fund Raising Campaign. Through the effort of this campaign these individuals raised over \$5,000 which will be used by the MDA to fund research that will help affected families

**Fire Prevention Division:** Two members of the Fire Prevention Division staff completed a two week fire investigation class at the National Fire Academy in Emmitsburg Maryland. This training is held at one of the premiere training facilities. In addition to the academy they also attended a vehicle fire investigation class. These types of trainings were at little cost to the department and have increased the knowledge of the division in the area of fire investigations

For the second year in a row the department has instituted an in house Inspector upgrade class. This has allowed us to look internally and self evaluate the trends of violations within the city. Because of this we are better able to serve the citizens during their routing fire inspections. This saved the department money as the training was completed while inspectors were on duty.

This year Fire Prevention Week and Station Tours were a great success. Departmental staff distributed fire prevention and life safety information to over 19,000 individuals. These numbers include programs such as general fire safety, occupational safety, and management inspection trainings. These trainings have been completed since July 2009.

Jacksonville Fire Department was asked to be a pilot site in the east with a new program launched by the North Carolina JC Burn Center. Titled Start Smart, this program focuses on fire safety and burn prevention in preschool children. The pilot program is not complete but should be before the end of this physical year.

The Fire Prevention Division has written and applied for a Federal Fire Prevention and Safety grant to be awarded by the U.S. Department of Homeland Security. Distribution of these federal funds has not yet begun, however we expect them to at any time. If awarded; this grant will save the city over \$65,000. This grant will allow us to utilize new approaches in fire prevention messages to citizen we serve.

**Honor Guard and Chaplain Program:** The JFD Honor Guard participated during the 3<sup>rd</sup> Annual North Carolina Fallen Firefighters Memorial Service in Raleigh. The Honor guard received praise from their fellow firefighters for their professionalism during the ceremony.

On October 2 – 4, 2009 members of the JFD Honor Guard participated in the National Fallen Firefighters Memorial Service in Emmitsburg, Maryland. Each year, America honors its fallen fire heroes during a National Memorial Service at the monument site. The ceremony includes the placing of a Presidential Wreath at the monument and dedication of a plaque honoring those who died in the line of duty during the previous year.

In January 2010 the Department Chaplain was elected as an Eastern Association Director for the North Carolina Fallen Firefighters Foundation.

The Fire Department Chaplain Program and Honor Guard participated in several funerals for fallen firefighters, including the service of one of our own retirees.

## PERFORMANCE MEASURES

	<u>Target</u>	<u>FY 07-08 Actual</u>	<u>FY 08-09 Actual</u>	<u>Jul 09 – March 09 Actual</u>
Annual Accreditation Compliance Report is submitted and approved	Every Year	Approved	Approved	Approved
Percent of fires contained to room(s) involved on arrival	75%	73.9%	87.5%	97.8%
Percent of emergency calls responded to within 7 minutes	85%	82.3%	80.75%	85.9%
Recordable injury rate does not exceed target rate	<6.0	4.87%	6.74%	0.35%
Required Fire Inspections conducted according to schedule	95%	100%	99.1%	99.7%

**FIRE SPECIAL REVENUE PROJECTS  
BUDGET SUMMARY FY 2011**

**SAFER GRANT**

<b>SAFER Grant - FR0901</b>	Amended Budget 04/27/10	Approved FY 10-11	Total Project
<b>Revenue</b>			
SAFER Grant	\$ 368,998	\$ 107,802	\$ 476,800
From General Fund	110,680	136,702	247,382
<b>TOTAL REVENUE</b>	<b>\$ 479,678</b>	<b>\$ 244,504</b>	<b>\$ 724,182</b>
<b>Expenditures</b>			
Salaries & Benefits	460,817	244,504	705,321
Operating Costs	17,241	-	17,241
Other Operating Costs	1,620	-	1,620
<b>TOTAL EXPENDITURES</b>	<b>\$ 479,678</b>	<b>\$ 244,504</b>	<b>\$ 724,182</b>

## **RECREATION AND PARKS**

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**This section includes the Recreation and Parks Department. This Department provides the following services:**

- **Administration**
- **Athletics**
- **Seniors**
- **Special Events and Activities**
- **Centers**
- **Park Maintenance**

## **RECREATION AND PARKS DEPARTMENT**

**Fund:** General

**Function:** Recreation

### **MISSION**

*The mission of the City of Jacksonville Recreation and Parks Department is to help make Jacksonville the best place to live, work, visit, and play by providing exceptional active and passive leisure opportunities for our citizens that will contribute to the development and improvement of individual health and wellness, a sense of community, environmental appreciation, and economic development.*

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### **GOALS FOR FY 10-11**

The Recreation and Parks Department's goals support and contribute to the achievement of the City Council's goals by developing plans that will ensure effective and efficient delivery of leisure services. Each of these services can be a vital part of the overall approach to *Develop Planning Strategies to Promote Sustainable and Environmentally Sound Growth, Develop Strategies to Implement Downtown Development, Assess and Respond to the Needs of the Community, Ensure Adequate Infrastructure to Meet Current Needs and Future Growth of the Community, Measure and Improve Customer Service Level in All Services, Build Key Relationships, or Attract and Retain a Quality Workforce*. The Department's short-term goals for the coming fiscal year are as follows:

1. Develop a level of service-based master plan for Recreation and Parks in the City of Jacksonville
    - a. Meaningful public participation
    - b. Recreation; programs, services, activities and events
    - c. Parks; facilities, ball fields, open space, and maintenance
  2. Continue to expand and enhance active and passive leisure opportunities
    - a. Responsive programming and service delivery
    - b. Health and wellness
    - c. Environmental appreciation
    - d. Economic development
  3. Continue to enhance organizational and administrative effectiveness and efficiency
    - a. Develop and implement staff development plans
    - b. Develop and implement standards for customer service
    - c. Ongoing work process redesign and re-engineering
  4. Continue to develop and steward Boards and Commissions
    - a. Enhance and develop capacities
    - b. Enhance and support strategic focus and effectiveness
    - c. Enhance opportunities for community involvement
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**Narrative.** The Recreation and Parks Department is composed of six divisions:

**Administration** – Provides managerial and administrative support by overseeing and directing the Recreation and Parks Department, ensuring that services and initiatives are consistent with the goals and objectives defined by the Mayor and Council. Special emphasis is placed on development review, assessment and responsiveness to trends in recreation and leisure services, coordination of web-based support services, and the development of operational and strategic plans. The Administrative Division also maintains the reservation system for the Department's Facilities, Park Shelters, Programs, and Special Events.

**Athletics** – The Athletics Division provides community members with a wide variety of recreational opportunities that can contribute to a healthy lifestyle. These include adult and youth sports, road races and fun runs, and Skate Park and outdoor sport facility management. This division is responsible for the operation and management of concession stands for all youth athletic events.

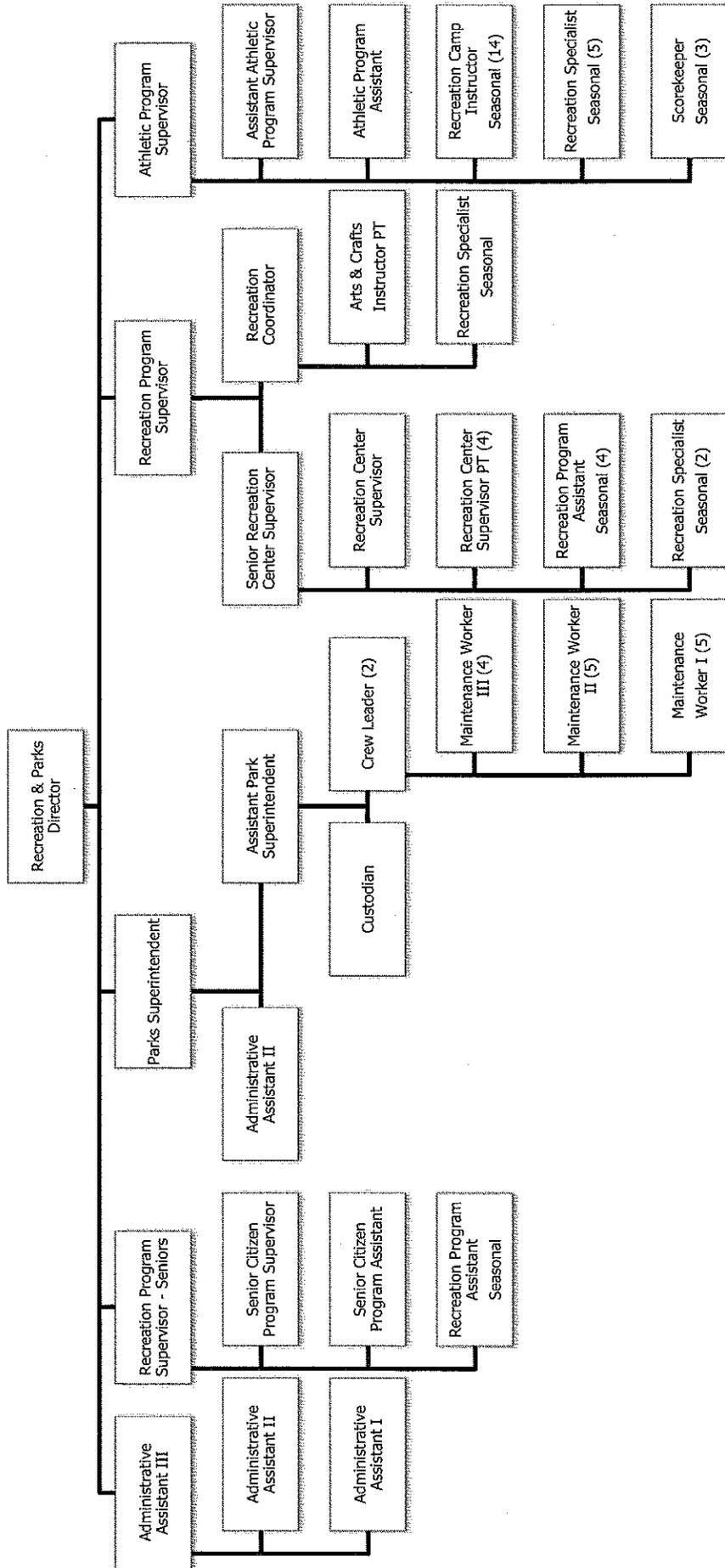
**Centers** – The Centers Division provides supervised activities for the youth at the Recreation Centers and school sites throughout the City. This includes the summer camp and after school programs for school age youth.

**Parks** – Provides support and maintenance services for the City's more than 260 acres of developed parks, and landscaping services for an additional 200 acres. The internal standards insure that parks and other City properties are maintained to provide a clean, safe and attractive environment for all ages.

**Seniors** – The Seniors Division provides various recreational activities for our older citizens in the form of exercise classes, interest-based trips and various other planned activities of special interest to this age group.

**Special Events and Activities** – The Special Events and Activities Division provides various organized leisure time activities for citizens of all ages. Summer Adventure camps include trips to various destinations, Family Fun Days, Arts and Crafts, and organized trips to sporting and other events.

# Recreation & Parks



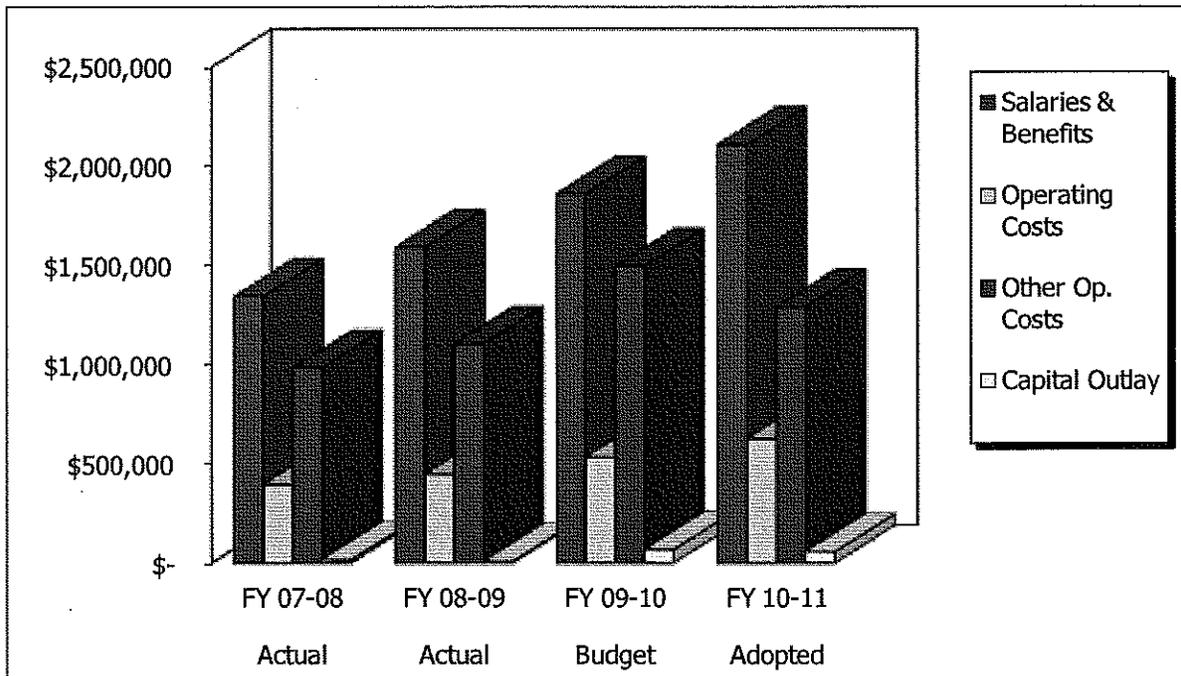
**2010-2011 BUDGET HIGHLIGHTS**

The FY 11 adopted budget includes the conversion of two temporary Administrative Assistants to full time status (\$75,042), the conversion of three (3) Recreation Center Supervisors from part time to full time (\$30,431), as well as one (1) Maintenance Worker I from part time to full time (\$27,612). The total cost of these position changes is \$133,085. \$98,165 of that amount is being offset by a reduction in the costs for Contracted Professionals. The Recreation and Parks Department's overall FY 11 budget is \$126,863 more than the FY 09-10.

**DEPARTMENTAL SUMMARY**

	Actual FY 07-08	Actual FY 08-09	Budget FY 09-10	Adopted FY 10-11
<b>Revenue</b>				
Recreation Fees	\$ 362,799	\$ 403,404	\$ 385,675	\$ 421,240
Recreation Concessions	40,094	39,360	40,600	43,562
Contributions	1,595	1,174	-	-
<b>Total Revenue</b>	<b>404,488</b>	<b>443,938</b>	<b>426,275</b>	<b>464,802</b>
<b>Expenditures</b>				
Salaries & Benefits	1,342,907	1,591,549	1,860,047	2,108,552
Operating Costs	394,496	446,072	532,639	626,083
Other Op. Costs	982,507	1,103,579	1,494,421	1,290,291
Capital Outlay	15,766	5,748	66,893	55,937
<b>Total Expenditures</b>	<b>2,735,676</b>	<b>3,146,948</b>	<b>3,954,000</b>	<b>4,080,863</b>
<b>Revenue over (under) Expenditures</b>	<b>\$ (2,331,188)</b>	<b>\$ (2,703,010)</b>	<b>\$ (3,527,725)</b>	<b>\$ (3,616,061)</b>
Full-Time Employees	23	25	31	37
Part-Time Employees	6	6	5	2
Seasonal Part-Time Employees	17	31	31	30

## TREND ANALYSIS



Approved increases in Salaries and Benefits for FY 08-09 of \$248,642 are mainly due to a full year of the Springsted Pay Plan implementation, increased overtime costs, and cost of living adjustments. Additionally, the FY 08-09 approved budget includes an increase in the City's 401K contribution for non-law enforcement personnel from 1% of base salary to 2%. Included in the FY 08-09 increase is the Recreation Department's increase of two (2) new full-time Maintenance Workers, \$77,496, as well as acquiring the Landscaping Division from Buildings and Grounds in February 2009. In the FY 09-10 requests, the increases are primarily the result of having the Landscaping Division for an entire year. In FY 10-11, increases in Salaries and Benefits includes the conversion of two (2) temporary Administrative Assistants to full time status (\$75,042), converting one (1) part time Maintenance Worker to full time status (\$20,041), as well as converting three (3) part time Recreation Center Supervisors to full time status (\$14,879). Additionally, the required State Retirement contribution is an additional 1.63% for all non law enforcement employees. We received notification from the State Retirement system that this increase was due to investment losses sustained by the fund during 2008. With the City's renewal of health and dental insurance, we have included a 10% increase for dental coverage and a 7% increase for health coverage. The majority of the increase in Salaries and benefits for FY 10-11 is related to a 4% salary adjustment for employees. Employees have not received a cost of living increase nor a performance based increase since FY 08-09.

The approved budget increase of \$51,576 for FY 08-09 in Operating Costs is primarily due to an increase in departmental supplies, \$30,321, as well as an increase in fuel costs and

department specific requests. Increases of \$85,567 for FY 09-10 are primarily due to increases in fleet charges, fuel costs and rising insurance. The increase of \$93,444 in FY 10-11 is due to the growth of several of the programs offered by the Recreation and Parks Department particularly in youth and adult athletic programs. There are also increased costs in department supplies, fleet maintenance and fuel charges.

The approved budget increase of \$121,072 in Other Operating Costs for FY 08-09 includes a major repair to the lights at ball field #4 at Northeast Creek Park, \$25,000, increases in electricity and water/sewer costs, as well as increases in ITS charges to the Department. The increases reflected in FY 09-10 are primarily the result of an increase in ITS charges. The decrease in FY 10-11 is primarily a result of moving funds from Contracted Professional to Salaries and Benefits in order to fund the conversion of the recommended two (2) Administrative Assistants, a Maintenance Worker I from part time to full time and three (3) Recreation Center Supervisors from part time to full time. In addition, the one-time funding for the Recreation and Parks Master Plan reduced Other Operating Expenses by (\$99,400).

Capital Outlay costs decreased for FY 08-09 by \$10,018 due to lower scheduled lifecycle replacement, which includes a utility vehicle for the Parks Division, \$10,000. The increase for FY 09-10 is primarily due to the scheduled lifecycle replacement of vehicles. A reduction of \$10,956 in the FY 10-11 Capital Outlay is primarily due to a decrease in routine fleet rotation.

**FY 09-10 ACCOMPLISHMENTS****ADMINISTRATION**

**Comprehensive Levels of Service Plan:** The Jacksonville Recreation and Parks Department has begun the process of developing a Levels of Service-based Master Plan. The plan will be completed by October 2010, and will provide the City with a statistically valid guide for the next ten years.

**North Carolina Recreation and Parks Trust Fund:** The Administrative Division has applied for two North Carolina Recreation and Park Trust Fund (PARTF) Grants during the last year. These grants are to help offset the cost to develop a park on Country Club Road that will include such amenities as an outdoor basketball court, restroom, picnic shelter, playground with a safety surface, and a parking lot. A PARTF grant was also submitted for the development of the Carolina Forest Park which includes two multipurpose rectangular athletic fields, a restroom/concession stand, parking, a picnic shelter, and a storage facility. These grants are matching grants with \$325,000 being the City's match for the Country Club Road Park Project and \$700,000 being the match for the Carolina Forest Park Project

**RecTrac and WebTrac:** The Jacksonville Recreation and Parks Department uses RecTrac, which is a fully-integrated software that increases the efficiency and productivity for activity registration, league scheduling, and facility reservation. The Department is also using WebTrac, which brings the power of the Internet to registered customers, by enabling them to access applications for online inquiries and to process transactions with payments. Over the last year, we have increased RecTrac activity registrations by 17% and facility reservations by 10%.

**Centralized Functions:** The Administrative staff has assumed primary responsibility for many additional functions allowing more time for staff to focus on programming, organizing leagues, employee training and development, etc. In addition to the facility rental and registration process, a newly formed Receptionist position serves as the main point of contact for the Department by greeting and assisting customers, and assisting in the development and monitoring of customer surveys which directly relates to Council Goals #3, 6, and 7.

**Marketing:** Over the past fiscal year the Recreation and Parks Department has been working to improve the attractiveness, content, and effectiveness of our website. Along with this effort, the Department has been working on streamlining the way the programs and events read and are formatted so that citizens have an easier time locating and receiving information. The Department has also begun to include links to external sites, if pertaining to an event we are promoting, as well as internal documents, such as flyers, so that citizens can access additional information as needed. By tying together the hard copy marketing with the web marketing we are creating a cohesive package to educate and familiarize the City with what the Department has to offer.

Additional endeavors that are already in progress include Facebook, Twitter and uploading photos (submitted by citizens from events/programs) to our webpage.

**Advisory Commissions:** The Administrative Division provides support to the operations of the Trails and Greenways Commission, the Beautification and Appearance Commission, and the

Recreation and Parks Advisory Commission. Both of these Commissions have established specific goals and objectives for the year that help address FY10 Council-adopted goals.

**New Employees:** The Jacksonville Recreation and Parks Department has filled the Athletic Programs Assistant and the Kerr Street Recreation Center Supervisor positions, and have promoted internal candidates to fill the Senior Recreation Center Supervisor, Athletic Programs Supervisor, Recreation Program Supervisor, Recreation Coordinator and one of the Parks Crew Leader positions this year.

**Budget/Performance Measures:** The Jacksonville Recreation and Parks Department has incorporated the City's Performance Measures system within the Administrative, Athletics, Centers, Parks, Seniors, and Special Events divisions.

### **ATHLETICS**

**Growth to Athletic Programs:** The Athletics Division had an expansion of 18% in Athletic Programs in FY 10. The adult softball league experienced the greatest amount of growth with an increase of 27 teams. The youth leagues had an overall increase of 11 teams.

**Completion of Commons Adult Softball Fields:** The Athletics Division along with the Parks Division worked diligently to ensure the completion of adult softball fields #3 and #4 at the Commons; fields were graded, sod was laid, scoreboards, foul poles, bleachers and team benches were installed.

**SWAC Tournaments:** The Jacksonville Recreation and Parks Department "12 and Under Girls" All-Star Team competed in the State Wide Athletics Committee (SWAC) East Regional Softball Tournament held in Rolesville where they finished in First Place. The U12 team then traveled on to Greensboro to compete in the SWAC State Tournament where they were Runner-Up.

The "16 and Under Girls" All-Star Team traveled to Burlington to compete in the SWAC State Softball Tournament taking the title of SWAC 2009 State Champions. Both the U12 and U16 State Tournaments took place the fourth weekend in July.

**United States Specialty Sports Association (USSSA):** The Athletics Division elected to change the adult softball league governing body from the Amateur Softball Association (ASA) to USSSA. Over the past several years Jacksonville has been awarded several ASA Tournaments, but consistently struggled to attract enough teams to make the tournaments viable. The switch to USSSA has already increased the interest of teams wanting to play tournaments in Jacksonville.

**Little Tar Heel League:** The Jacksonville Recreation and Parks Department Little League team competed in the Little Tar Heel League District 8 tournament held in Smithfield during July and took First Place. The team then traveled to Hickory to compete in the Little Tar Heel League State Tournament where they finished Runner-Up.

**New Programs Offered:** New programs offered by the Athletics Division included the youth travel skateboard camp; group tennis lessons; intra-city softball and volleyball leagues as part of the City's wellness program; and youth open-play volleyball program.

## **CENTERS**

**After School Program:** The Jacksonville Recreation and Parks Department continues to offer an After School Program which provides children with well supervised, fun, educational and healthy activities during their out of school time. More than just a playtime, activities focus on wellness, group interaction, and literacy. The Jacksonville Commons Middle School was added as a location for middle and high school students. Through partnership with the Youth Center, we've also been utilizing this site for our older participants who appreciate having more options during the after school program.

**National "African-American Read-in":** This program was held for the sixth time in February 2010 in recognition of Black History Month. There were 30 participants in the program with approximately 65 in attendance. Staff and children representing the After-School Program from all of the Jacksonville Recreation Centers participated in the program by presenting readings from selections by prominent African-American authors. The program represents just one facet of the emphasis placed on literacy and cultural heritage during the After-School Program of the Jacksonville Recreation and Parks Department.

**Teacher Workday Programs:** This new program offers a fun alternative for kids and parents on Teacher Workdays. Trips were offered to local recreation and educational sites, including a Pumpkin Farm, Ice Skating, Aquarium, Bowling and more. These have been very successful with the majority maxing out at 50 participants each.

**Parents Night Out:** This new program has been offered on a Friday Nights from 6-9pm and activities included games, crafts, dinner and general fun. Parents seem to appreciate this program and we look forward to expanding it.

**Block Parties:** Offered at Kerr Street and Jack Amyette Recreation Centers, these were planned to unite the neighborhood and get feedback from the surrounding communities. Activities included inflatables, pony rides, face painting, crafts, lunch and local representatives from the Fire, Police, Transportation, Community Development and Health Departments.

**Summer Camp Program:** This program reached maximum attendance at Jacksonville Commons Recreation Center (100) and Jacksonville Commons Middle School (60), and came close to maximum capacity at Northwoods Middle School.

**"Weed 'n Seed" Grant Program:** The Jacksonville Recreation and Parks Department is participating with this grant program. The program is held at the Jack Amyette Recreation Center on weekends and the Department is operating different athletic programs for 35 at risk youth participants. The Weed 'n Seed program is made possible through a grant obtained and administered by the Jacksonville Police Department.

**PARKS**

**Picnic Table Replacement:** The Parks Division is in its 5th year of a replacement program for our picnic shelters. We have provided almost all of our City parks with new tables which handle vandalism much better and have a longer life than the wooden tables that we are replacing. Currently we have one picnic shelter at Northeast Creek Park and one at the Jacksonville Commons that are left to change out with new tables. This will be completed by next year.

**Restructuring of the Parks Division:** The Landscaping Division of Facilities Maintenance was transferred to the Parks Division this year. This shift was intended to create efficiencies in maintaining our park system, the City green spaces, cemeteries, and right of ways. The Parks Division has taken on this responsibility with one less full time staff member than was being utilized before and will be maintaining the City owned property on a regular mowing schedule. The integration of the City's Landscaping to the Parks Division is now a year old. We are continuing to find ways to become more efficient in the manner in which we maintain the City's green spaces.

**Inventory of Park Supplies:** With the addition of the Park Maintenance Facility and an Administrative Assistant function, staff has been able to purchase more items in bulk which allows the City to get a much better price for goods. It has also cut down on travel to local vendors for purchasing which has made us a more efficient division.

**Tree City USA:** The Parks Division provides support to the Beautification and Appearance Commission. Working with this Commission, Jacksonville has been awarded the Tree City USA for its 30<sup>th</sup> consecutive year. We are currently the second longest running Tree City USA municipality in the State of North Carolina.

**Beruit Memorial Trees:** With the assistance of the Streets Division and Department of Transportation, the Bradford Pear memorial trees located on Highway 24 have been trimmed to prevent damage to vehicles.

**Jacksonville Commons:** The tennis court complex at Jacksonville Commons was installed with eight courts and new lighting. These courts are available for public use and for the students at Northside and Jacksonville High Schools.

**Richard Ray All American Park:** Three flag poles with lighting have been installed at Richard Ray All American Park. The American flag, North Carolina State flag and the Tree City USA flag will be flown at this location. Also, additional sidewalks have been installed.

**SENIORS**

The **Senior Program** continues to promote wellness and healthy living among older adults by providing an environment that encourages and enhances fellowship, personal expression, and growth. All programs are available to adults age 50 and above that are registered participants with the Recreation and Parks Department. A state of the art facility offers everything from Bingo to Wii bowling. A caring center staff works year-round to provide the latest in recreation opportunities and regional events.

**Day/Overnight Trips** for older adults offer a low-cost way for participants to see some of the interesting cultural and entertainment sites of North Carolina and neighboring states. Many

participants enjoy the opportunity to travel with friends that share similar interests. Day trip excursions are planned to give seniors a chance to learn and/or experience local attractions near Eastern North Carolina. Popular destinations include Myrtle Beach, SC, Rocky Hock Playhouse, NC Historic Sites, Mystery Tours, and Day Cruises departing from Little River, SC. Overnight trips included New York City, NY, Boone, NC and the Outer Banks, NC.

**Onslow County Senior Games** are held during the spring of every year. The Recreation and Parks Department has been an active partner with the Onslow County Parks and Recreation Department and the Onslow County Senior Services Department. The Department provides manpower as well as financial assistance in offering the Senior Games to local seniors age 55 and above. The Competition is offered in 3 different venues: the Silver Arts-Performing Arts Program; the Silver Arts-Visual, Heritage and Literary Competition; and several athletic competitions. All facets of the games give seniors a chance to get out, socialize, and encourage the continuing use of the body, mind, and spirit. This year's games have grown and will be held over a two-week period. Pickleball and a Dominoes tournament have been added as non-sanctioned events and will be hosted by the Jacksonville Recreation and Parks Department. Two Senior Games Ambassadors have been added to assist in marketing the Games and speaking to local groups about the Games.

**Programs and Activities:** The Senior Program has experienced growth in several of its programs. The Wii bowling has grown into a regular Friday group. The Senior Exercise Class continues to be successful, with six-week sessions being offered year-round that are typically filled to capacity. Pickleball has become more organized and has some very dedicated participants. A request was made to have an outdoor pickleball court lined to allow continuous play during summer months and teacher workdays. The Seniors Division has found success in working with other agencies such as Chik-Fil-A, Onslow Senior Services and the NC Fish & Wildlife Resources.

**Facility Usage:** Facility use increased to include Jacksonville Bridge Club, Red Hat Society, Service to the Blind, AARP Chapter, and Onslow County Community Association. Facility rentals have shown an increase during the year as well.

**Staff Accomplishments:** The Senior Citizen Assistant Program Supervisor has continued to receive additional certification in specialty areas to enhance the exercise program. Staff is speaking to age appropriate groups to publicize the Senior Center and its programs. Staff has taken opportunities to advertise senior programs in the local newspaper, fliers, G10 television and newsletter. The newsletter distribution was changed from six annual distributions to four. This change has reduced mailing costs for the City by 33%, while still reaching over 500 participants. The Senior Program Supervisor acts as the State Advisor for the North Carolina Association of Senior Citizen Clubs (NCASCC) and District III of the NCASCC. In September 2010, District III will host the NCASCC Annual State Conference in Atlantic Beach. District III consists of clubs from Jacksonville, New Bern and Kinston.

## **SPECIAL EVENTS**

**Family Fun Days:** This program is held three times per year at the Jacksonville Commons Recreation Complex and draws approximately 3,000 people per event. Several vendors are on hand as well as inflatable clowns and other entertainment.

**Arts and Craft Youth Programs:** More than 130 children participated in the Arts & Crafts

programs this year. Arts & Crafts continues to offer classes to the special needs community. Weekly classes are offered and include various arts and crafts projects that strive to improve physical and motor skills as well as socialization and self esteem issues. 250 persons with disabilities have participated in these programs.

**Adventure Camp Program:** Four adventure camps were offered for those ages 7-15. All four camps were full to maximum capacity. Total participants in all Adventure Camps were 91 children.

**Classes** being offered include Tae Kwon Do, Zumba, Stroller Strides, Aerobics, Ballet and Tap. Three new instructors have been added, as well classes now being offered at Kerr Street and Northwoods Recreation Centers.

**Cultural & Sporting Trips** are offered throughout the year that appeal to people with all likes and interests, such as sporting venues, cultural, historical and seasonal. Trips offered were: National Football League "Carolina Panthers" in November, "Tyler Perry" in January, "Carolina Opry" in December, "Carolina Hurricanes" in March, and "NASCAR" in May. All trips were successful with 105 participants.

**Outdoor Movies Series:** The outdoor movie series was expanded to six "Starlight Fridays" held in July, August, September, April, May, and June. Though some events were moved indoors due to rain, each event had a successful turnout of citizens.

**PERFORMANCE MEASURES**

	<u>Target</u>	<u>FY 08-09 Actual</u>	<u>Jul 09 – Mar 10 Actual</u>
At least 75% of participants in classes focused on health, wellness, cultural arts, etc. will rate the class as being satisfactory or better.	75%	N/A	Athletics – 90% Centers – 100% Seniors – 100%
Implement an outreach system alerting previous park reservation users of additional opportunities and options by January, 2010.	January 2010	N/A	Send listing of available facilities to previous users – May, 2010
Host at least one regional youth athletic tournament at the Jacksonville Commons Recreation Complex.	≥1	N/A	Co-Hosted the East Coast Invitational Basketball Tournament in July, 2009
At least 75% of the permanent part time and full time recreation staff will attend a workshop that addresses new trends in programming and design.	75%	N/A	Athletics – 67% Centers – 72% Seniors – 100%
Actively solicit Recreation and Parks Commission, Beautification and Appearance Commission (B&A), and Trails and Greenways Commission members to participate in at least one Recreation and Parks Department sponsored event or activity.	≥1	N/A	<b><u>Rec. &amp; Parks</u></b> -G10 Segment -Block Parties (2) -Focus Group Mtgs. -Stakeholder Mtgs. -National Night Out -Downeast Bike Ride  <b><u>B&amp;A</u></b> -Tree Lighting Ceremony -Arbor Day Ceremony -Christmas Breakfast -G10 Segment  <b><u>Trails &amp; Greenways</u></b> -Downeast Bike Ride -National Night Out
Increase Participation in existing programs by 75%	75%	Athletics – 9% Centers – 3% Seniors – 9.3%	N/A

	<b><u>Target</u></b>	<b><u>FY 08-09 Actual</u></b>	<b><u>Jul 09 – Mar 10 Actual</u></b>
Expand Athletics, Special Events, Classes, Senior Activities, Youth, and Adult Programming	1 Per Division	Athletics -Youth Open Play Basketball; Seniors-Wii Bowling; Special Events – Nascar Trip; Centers -Teen Camp	N/A
Establish programs, activities, and events in various City parks that involve sponsorship with other agencies.	5	OSG/OWC Tea Disc Golf	N/A
Conduct Municipal Recreation and Parks Services study and submit summary to Advisory Board and City Council	Annually	Yes	N/A
Increase Revenue	5%	Athletics – 5% Seniors – 61% Centers – 5.5% Rentals – 6.2%	N/A

**Performance Measures**

**Athletics**

At least 75% of participants in youth sports programs will rate activities as being satisfactory or better.

**Seniors**

At least 75% of participants in all senior programs will rate activities as being satisfactory or better.

**Centers**

Participants will be evaluated on a quarterly basis with at least 75% rating the program and/or activity as satisfactory or better.

**Parks**

Mow at least 75% of city owned areas weekly from April through October.

**Administration**

Increase facility rentals by at least 5%.

# **DEVELOPMENT SERVICES**

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**This section includes the following Development Services functions:**

- **Planning**
  - **Administrative**
  - **Metropolitan Planning Organization**
- **Building Inspections**
- **Code Enforcement**
- **Community Development**

## **PLANNING**

**Fund:** General

**Function:** Planning

### **MISSION**

*Protect the public, health, safety and welfare and to improve the quality of life for all the citizens of Jacksonville.*

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### **GOALS FOR FY 10-11**

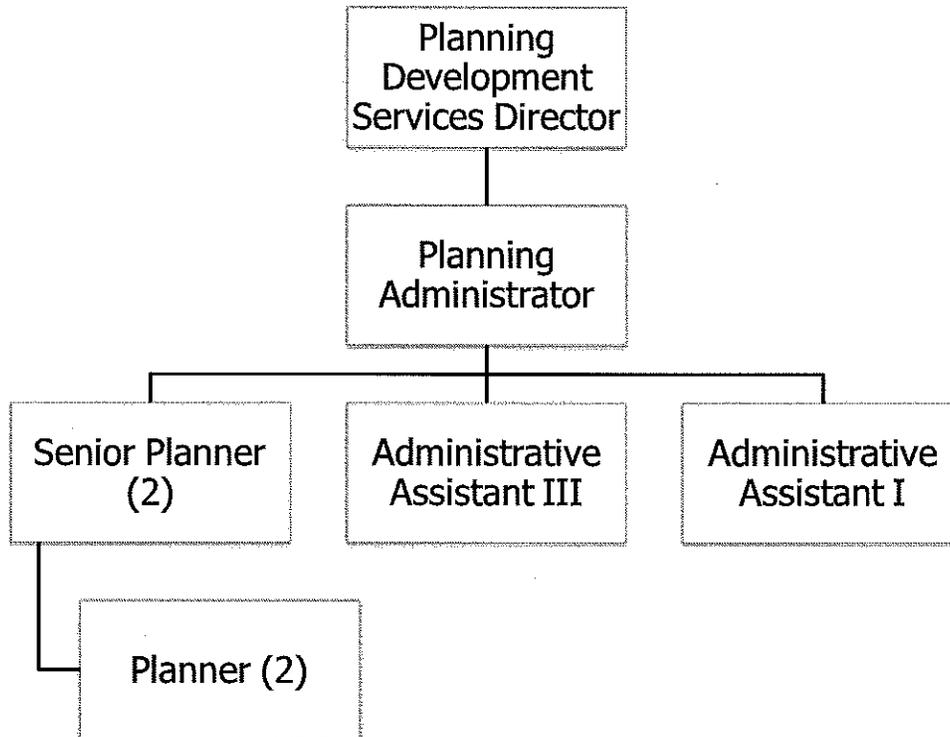
The Planning Division goals support the City Council's goals by developing strategies to promote sustainable and environmentally sound growth, downtown redevelopment, provide exceptional customer service while building key relationships. The short-term goals for the coming year are as follows:

1. Coordinate all activities regarding growth management, land use planning, zoning administration through development plan review and other long range planning activities.
  2. Use available resources to provide accurate and timely service to the public. Adequately manage growth and development options while working cooperatively with surrounding jurisdictions.
  3. Ensure compliance of the City's zoning and subdivision ordinances and all other adopted plans of the City.
  4. Adopt a Unified Development Ordinance.
  5. Improve efficiency of the development review process through implementation of strategies identified in the Growth Management Plan.
  6. Work with BOLD and the downtown community in order to promote private and public development and enhance the quality of life within the downtown area.
  7. Assist BOLD in the creation and implementation of a façade improvement program
  8. Work with the Coleman/ Sandy Run and Georgetown communities to create individual neighborhood plans that promote the livability of each community while supporting City Council goals as well as the recommendations and policies of the Growth Management Plan.
  9. Present the CAMA Plan to City Council for adoption.
  10. In accordance with the adopted Annexation Policy, present the Annexation Ordinance for Area A Gum Branch Road to City Council for consideration.
  11. In accordance with the adopted Annexation Policy initiate consideration of annexation of Area B Southwest in accordance with the adopted Annexation Policy.
  12. In accordance with the adopted Annexation Policy, submit an ETJ extension request to the County of Onslow.
  13. Assist property owners and the development community with strategies for meeting the prescribed guidelines and regulations for infill in Downtown and throughout the community.
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**Narrative.** The Planning Division provides leadership and direction for various assigned responsibilities and oversees all current and long range planning. The division is responsible for the administration of all development applications, text amendments, and zoning text amendments while maintaining the land management database and addressing. Planning also implements the standards in the Subdivision Ordinance, Zoning Ordinances and the Downtown Design Guidelines. The division

is responsible for the maintenance, administration, and implementation of the Land Use component of the Growth Management Plan and Coastal Area Management Act (CAMA) Plan in addition to developing neighborhood and small area planning initiatives. The division also provides support to the Planning Board, City Council, Board of Adjustment and development community.

## Planning - Administration



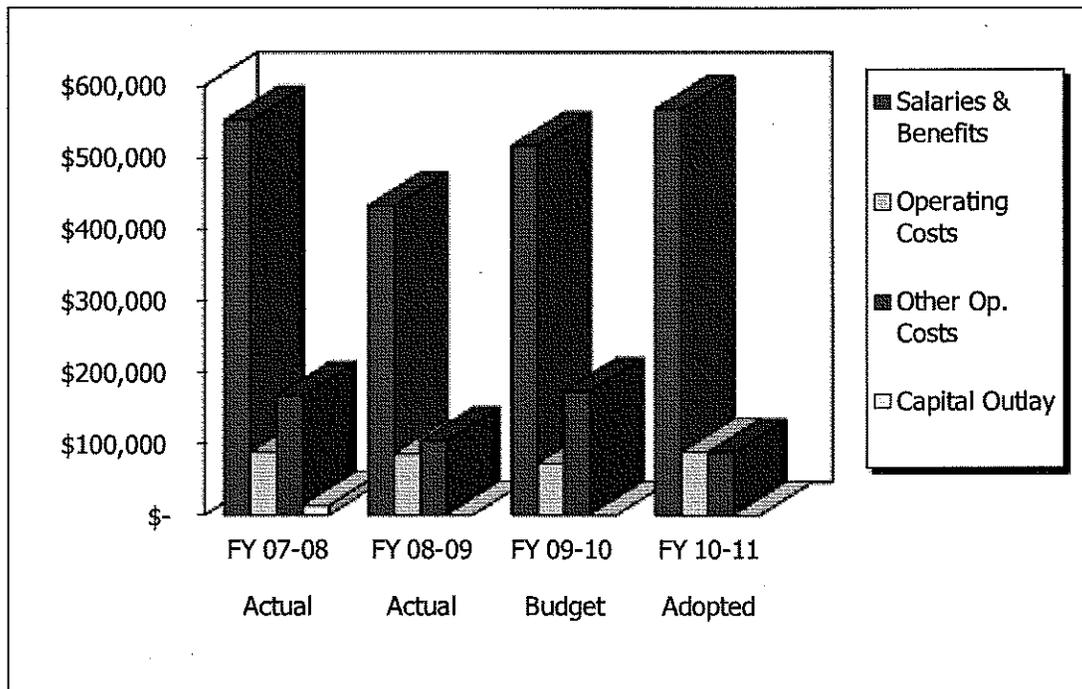
### 2010-2011 BUDGET HIGHLIGHTS

The overall FY 10-11 budget is \$15,802 less than the FY 09-10 budget. While there are increases in salaries, benefits and operating expenses, decreases in contracted consulting services outweigh these increases. Included in this budget is a one-time request for replacement equipment. We must replace our scanner (original) that provided over 7 years of service and allowed us to scan all of our documents from the 1970's until 2009 (\$4,500).

**DIVISION SUMMARY – ADMINISTRATIVE**

	Actual FY 07-08	Actual FY 08-09	Budget FY 09-10	Adopted FY 10-11
<b>Revenue</b>				
Overhead Allocation	\$ 14,448	\$ 27,933	\$ 29,731	\$ 22,051
CAMA Land Use Grant/Permits	7,756	-	200	100
Development Review Fees	56,500	138,770	50,000	55,000
<b>Total Revenue</b>	<b>78,704</b>	<b>166,703</b>	<b>79,931</b>	<b>77,151</b>
<b>Expenditures</b>				
Salaries & Benefits	551,221	431,995	516,300	567,376
Operating Costs	88,004	85,752	72,077	88,012
Other Op. Costs	166,900	103,803	173,000	87,407
Capital Outlay	13,385	-	-	-
<b>Total Expenditures</b>	<b>819,510</b>	<b>621,550</b>	<b>761,377</b>	<b>742,795</b>
Revenue over (under) Expenditures	\$ (740,806)	\$ (454,847)	\$ (681,446)	\$ (665,644)
Full-Time Employees	10	8	8	8
Part-Time Employees	1	-	-	-

**TREND ANALYSIS – ADMINISTRATIVE**



FY 07-08 to 08-09 saw decreases in Salaries and Benefits of \$119,226, Operating Costs of \$2,252, and Other Operating Costs \$63,097. The primary reductions within the FY 07-08 to 08-09 were a result of Zoning Enforcement (2 employees) being transferred from the Planning Division to the Community Development Division.

FY 08-09 to 09-10 our Operating Costs decreased by \$13,675 while Salaries and Benefits (\$57,025) and Other Operating Costs (\$69,197) increased. The primary increases between FY 08-09

to 09-10 in the chart above shows actual versus budgeted salaries, Department Specific (copier), Contracted Consulting (Unified Development Ordinance) and Charges ITS.

Our FY 10-11 budget shows Salaries and Benefits (\$51,076) have increased. Increases for the FY 10-11 budget include an additional 1.14% for Police employees and 1.63% for all others. We received notification from the State Retirement system that this increase was due to investment losses sustained by the fund during 2008. With the City's renewal of health and dental insurance, we have included a 10% increase for dental coverage and a 7% increase for health coverage. The majority of the increase in Salaries and benefits for FY10-11 is related to a recommendation for a 4% salary adjustment for employees. Employees have not received a cost of living increase nor a performance based increase since FY 08-09. In addition, the salary of the vacant Senior Planner position is budgeted at the midpoint. This will allow staff the flexibility to hire within the band and up to the midpoint if the candidate meets the necessary qualifications.

Our FY 10-11 budget shows Operating Costs (\$15,935) have increased. The training and travel shows a perceived increase because of a budget amendment that was necessary during FY 09-10 in order to accommodate Council's requested workshops with Clarion Associates to discuss the UDO. The FY 10-11 budget is not proposing any contracted consulting work which has decreased Other Operating Costs by \$85,593 when compared to FY 09-10.

### **FY 09-10 ACCOMPLISHMENTS**

- Clarion Associates continued to meet with staff and the Unified Development Ordinance (UDO) steering committee in reviewing current development regulations and those proposed for the future UDO.
- Drafted text amendments for Sidewalks, Sweepstakes, Utilities (2), Communication Towers, Flex Space and Signage for Colleges/Universities.
- Both administrative assistants passed the Notary Public Exam (new requirement).
- In the eight month period from July 2009 through February 2010, the Planning Division has processed the following: 11 Site Plans, 14 Site Plan Modifications, 16 Special Use Permits, 3 Preliminary & General Plans, 54 Recombination Plats, 9 Final Plats, 3 Rezoning Requests, 9 Text/GMP/CAMA Land Use Amendments, 11 TIA's, 41 Home Occupation Applications, 10 Family Child Care Home Applications, 21 zoning verification letters and 9 driveway (NCDOT) permits (started in October 2009).
- Continued to refine the processes within the Planning and Engineering Module (H.T.E.).
- Staff received training in the following areas: Content Management Training, NCAPA Conference, Introduction to Zoning in North Carolina, National APA Conference, City's Purchasing Training, AICP Exam Preparation, NCAPA Section 6 Fall Workshop, Microsoft Word Efficiency & Productivity and Tracking Changes, Blackboard class, Mandatory Drug Free Workplace Training, H.T.E. Budget Training, and Taleo Training.
- We received demonstrations on the following products in order to determine if they would help provide better customer service and increase productivity: Electronic Plan Review System and MinutesMaker.
- Provided City Council a list and description of the different project submittals received by the

Planning Division. This was sent out on a bi-weekly basis.

- Initiated analysis for Neighborhood Planning areas, with the first areas of consideration being the Coleman/ Sandy Run area and Georgetown.
- In the eight month period from July 2009 through February 2010, the Planning Division has participated in 2 community outreach sessions (Weed and Seed and the Jacksonville Youth Council).

**PERFORMANCE MEASURES**

	<u>Target</u>	<u>FY 08-09 Actual</u>	<u>Jul 09 – Mar 10 Actual</u>
Provide accurate monthly staff reports to Management, Council and other appointed board members on workload and status of special projects.	Monthly	Monthly	Monthly
Percentage of development plan submissions receiving on-site visits.	70%	70%	75%
Mail respective board member agenda packets 5 working days prior to the scheduled meeting.	60%	17%	100%
Distribute/route all development plans to TRC members within 24 hours.	100%	90%	100%

## ***PLANNING***

**Fund:** General

**Function:** Metropolitan Planning Organization (MPO)

### **MISSION**

*Protect the public, health, safety and welfare and to improve the quality of life for all the citizens of Jacksonville.*

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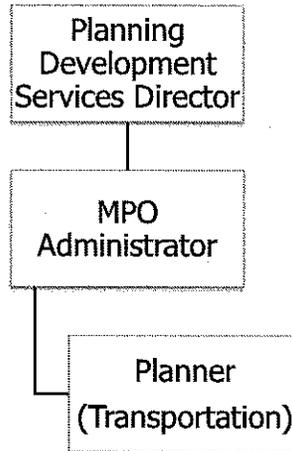
### **GOALS FOR FY 10-11**

The Metropolitan Planning Organization Division goals generally support the seven goals of the City Council. In particular, the MPO will compliment the Council's efforts to promote sound planning decisions and create a transportation environment that provides for the efficient movement of it's citizens. The short-term goals for the coming year are as follows:

1. Adequately manage transportation options while working cooperatively with surrounding jurisdictions.
  2. Implement strategies identified in the Council adopted Growth Management Plan.
  3. Adopt the Comprehensive Transportation Plan.
  4. Adopt the Long-Range Transportation Plan.
  5. Begin work on the 2011 TIP.
  6. Complete the NC 24 Corridor Study and Begin the Western/NC-17 Study.
  7. Coordinate with NCDOT and MCB Camp Lejeune on STIP project U-5132, the new Base Entry Road.
  8. Begin managing the MPO with City staff (MPO Administrator and Transportation Planner).
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***Narrative.*** The Metropolitan Planning Organization (MPO) Division is responsible for the administration and implementation of the continuing, cooperative, and comprehensive (3-C) transportation planning process within the Jacksonville Urban Area; which includes all incorporated areas of Jacksonville and portions of Onslow County (2000 Census Population – 103,954). The division develops and maintains the federally mandated Long-range Multi-modal Transportation (LRTP), the state Comprehensive Transportation Plan (CTP), and the Transportation Improvement Program for the Jacksonville Urban Area. Additional responsibilities include the administration of state and federal transportation planning grants and professional service contracts.

## Planning – Metropolitan Planning Organization



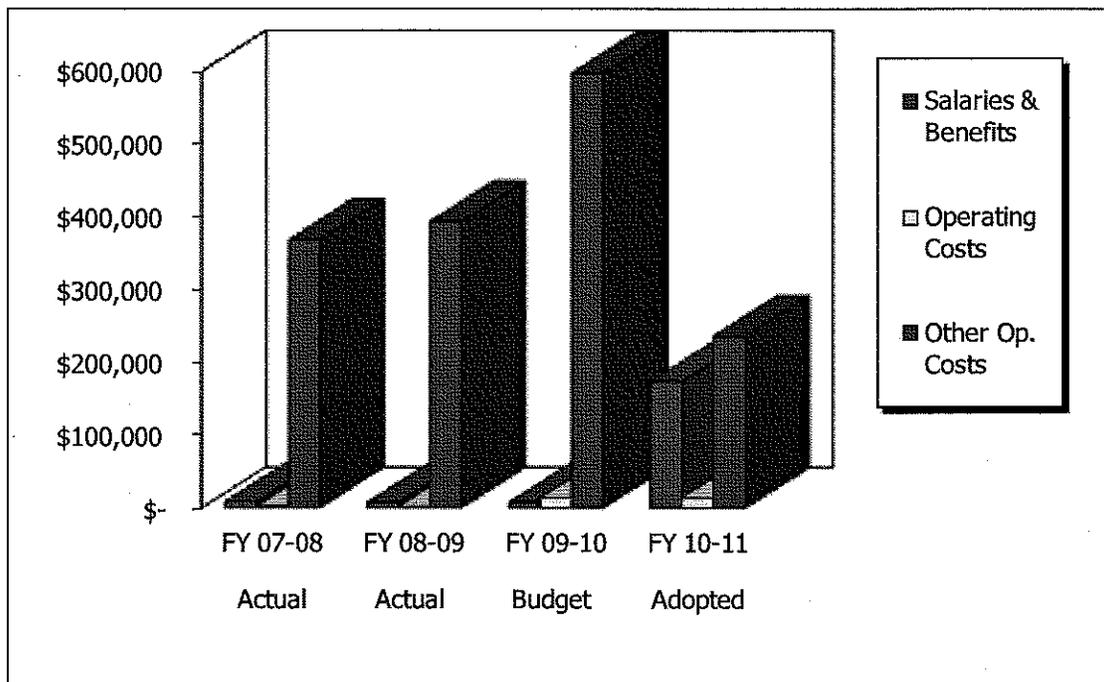
### 2010-2011 BUDGET HIGHLIGHTS

Funding includes Traffic Impact Analysis (\$25,000); NC 24 Corridor Study Contingency (\$25,000); Long-Range Transportation Plan (\$126,000); and SE Western Blvd. Corridor Study (\$30,000). The overall FY 10-11 budget for expenditures is \$192,723 less than the FY 09-10 budget.

### DIVISION SUMMARY – TRANSPORTATION

	Actual FY 07-08	Actual FY 08-09	Budget FY 09-10	Adopted FY 10-11
<b>Revenue</b>				
104F Transportation Gnt	\$ 245,904	\$ 229,176	\$ 313,040	\$ 255,492
FTA Section 5303 Gnt	18,729	21,784	24,576	24,576
Transp. Impact Analysis	-	-	98,000	50,000
Total Revenue	264,633	250,960	435,616	330,068
<b>Expenditures</b>				
Salaries & Benefits	8,915	7,055	7,263	174,478
Operating Costs	2,083	1,300	13,660	14,300
Other Op. Costs	368,471	393,677	597,568	236,990
Total Expenditures	379,469	402,032	618,491	425,768
Revenue over (under) Expenditures	\$(114,836)	\$ (151,072)	\$(182,875)	\$ (95,700)
Full-Time Employees	2.1	2.1	2.1	2.1

**TREND ANALYSIS – TRANSPORTATION**



Salaries and Benefits decreased by \$45,350 in FY 07-08 due to contracting out the transportation services which eliminated two full-time positions. The transfer of the salary costs associated with the Planning Administrator (20%) to the Planning Administrative Division from the Planning Transportation Division also contributed to the cost decrease. The budget for salaries also includes 10% of the GIS Analyst position. FY 08-09 Salaries and Benefits decreased by \$1,860 because the Planning Administrator (20%) was no longer being supported by the Transportation Division. FY 09-10 the Salaries and Benefits remained relatively flat compared to the prior year budget. For the past three years, the City had been under contract with the Louis Berger Group to administer MPO operations. Between the consultant's salary and the contracted work for special studies, the City was paying the Louis Berger Group approximately \$300,000 per year. In FY 10-11 the City of Jacksonville plans to bring the MPO Administration back in-house. This will be done by hiring an MPO Administrator position and a support position, transportation planner. The salaries and benefits for these two positions will be approximately \$165,000. With the hiring of two employees, some of this work previously contracted out will be completed in-house while other projects will be contracted out on a case by case basis.

The increase in Operating Costs in FY 07-08 was due to higher advertising expenses. FY 08-09 Operating Costs increased \$177 due to telephone expenses. FY 09-10 the Operating Costs decreased to \$460, because previously budgeted advertising expenses were moved to the Planning Administration budget.

Beginning in FY 07-08 Other Operating Costs increased due to contracting out transportation planning services to meet grant reporting requirements and to update the long range transportation plan. Increases in Other Operating Costs over FY 08-09 are due to increase costs due to Traffic Impact Analysis preparation and review, as well as services provided by the Louis Berger Group, to fulfill the requirements of the Transportation Planning Projects. Although Other Operating Costs increased, projects were completed, such as the Collector Street Plan and the Regional Transit Plan.

The overall FY10-11 budget is lower this year than in the past due to an \$8.5 billion dollar rescission of transportation funds that occurred when the current transportation bill, SAFETEA-LU, expired last September. A series of continuing resolutions have kept the transportation bill intact, but spending levels remain at 2009 levels. The latest continuing resolution is set to expire at the end of 2010 and the hope is that there will be a new six-year transportation bill at that time. The \$8.5 billion dollar rescission did take D.O.T. dollars from the MPO and this money has not been restored as of yet. In 2009, there was also a one-time influx in transportation spending due to the American Reinvestment and Recovery Act (ARRA). There are no future stimulus bills on the FY 10-11 horizon.

The major area where funds have decreased from the 09-10 fiscal year to the 10-11 fiscal year is in the Special Studies line item. In 09-10, \$403,500 was budgeted for this line item (\$200,000 of which came through ARRA funds) and in 10-11, \$87,600 is budgeted. In 09-10, the bulk of this money went into transit planning and in 10-11, it will be dedicated to the SE Western Blvd. Corridor Study, the NC-24 Corridor Study, and Traffic Impact Assessments. Many of the other line items in the 10-11 work program have not fluctuated much since 09-10.

### **FY 09-10 ACCOMPLISHMENTS**

- The Transportation Planning Division continues to receive Section 5303 funds from the North Carolina Department of Transportation, which is received by the Federal Transit Administration under Title 49 of the United States Code. The allocated FY 09-10 funding for the Jacksonville MPO is \$24,576 (\$3,072 local match). The Section 5303 grant is matched on an 80-10-10 basis (80 percent federal match, 10 percent state, and 10 percent local funds). In FY 09-10, these funds were used to, in part, manage the Jacksonville Transit System.
- The City continues to receive Section PL 104 funding for transportation planning activities from the North Carolina Department of Transportation. The FY 09-10 allocation is \$343,760.
- The City of Jacksonville continues to operate Jacksonville Transit in FY 09-10. Jacksonville Transit operated two daytime routes in the City seven days a week and three express routes between Camp Lejeune, Camp Johnson and New River MCAS/Camp Geiger on the weekends. FY 08-09 was the first full year of system operation. Jacksonville Transit is funded by Federal, State and City of Jacksonville funds along with rider fares. Ridership during the first eight months of operation of Jacksonville Transit in FY 07-08 was 23,243. The ridership for FY 09-10 is projected to be more than twice that of prior years. As a result of the increase in ridership, three new 31 seat buses were purchased in FY 08-09 to supplement the existing fleet of five, 18 passenger buses and five replacement buses will be expanded to 31 seats. All buses are ADA accessible.
- Received the 2009 Marvin Collins Outstanding Comprehensive Planning Award (Sustainability Category) from the North Carolina Chapter of the American Planning Association (NCAPA) for the Jacksonville MPO Collector and Green Streets Plan.
- New River Regional Transit Plan was adopted. This plan was developed to provide Jacksonville Transit, Onslow United Transit System (OUTS) and the Jacksonville Urban Area Metropolitan Planning Organization (JUMPO) with a short- and long-term transit service and operations plan to position the region to develop a regionwide transit system to serve the growing populations of the City and Onslow County. The plan was adopted by the City of Jacksonville in October 2009 and by OUTS in September 2009.

- Secured \$1.5 million in ARRA transit funding for replacement buses, passenger amenities, and operations & maintenance facility improvements.
- Secured \$5 million in state and federal funding for the regional ITS project and amended the 2009-2015 MTIP.
- Completed the region's first quantitative prioritization of transportation needs as part of the NCDOT-SPOT program.
- Expanded the MPO boundary to include additional sections of Camp Lejeune and high growth areas in the Sneads Ferry and inter-coastal waterway area.
- Completed the initial draft update for the 2035 Long Range Transportation Plan (LRTP), which included working with DOT on the travel demand model inputs and updating or writing the following elements: bicycle, pedestrian, environment, transit, aviation, freight, and financial. The congestion and roadways elements are anticipated to be completed during the 4<sup>th</sup> quarter of FY 09-10.
- Began scoping and defining study objectives for the NC-24 transportation corridor study, looking at the area between the US-17 Bypass and Piney Green Road.

**PERFORMANCE MEASURES**

	<u>Target</u>	<u>Jul 09- Mar 10 Actual</u>
Annual Transportation Planning Work Program projects completed according to schedule.	85%	80%
Adoption of Plans (UPWP, TIP, LRTP) in accordance with federal deadline.	85%	70%
Completion of special studies within the yearly allotted timeframe.	85%	70%
Completion of federal grant reporting for federal highway and transit	95%	90%
Continued and ongoing coordination with the NC Department of Transportation, MCB Camp Lejeune, Jacksonville Transit, and other critical partners	95%	90%
Attendance in local, state, and national meetings, on behalf of the Jacksonville MPO	85%	80%

## **BUILDING INSPECTIONS DIVISION**

**Fund:** General

**Function:** Development Services

### **MISSION**

*To provide sound and structural safe buildings and to provide a high level of fire protection consistent with current building practices and state building codes.*

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### **GOALS FOR FY 10-11**

The Building Inspections Division's goals support the City Council's goals by Building Key Relationships, Responding to the Needs of the Community, Improving Customer Service Levels & Maintaining a Quality Workforce. The Division's short-term goals for the coming year are as follows:

- **Building Key Relationships:**

1. Strengthen and maintain good relationships by networking with Onslow County, COJ Code Enforcement staff & other North Carolina jurisdictions.
    - A) Provide & share with Onslow County improved method for consistent inspections learned through networking;
    - B) Promote & support quality continuing education through CCCC for Contractors and Inspectors;
    - C) Provide training in-house in conjunction with all COJ code enforcement officers to standardize inspection process;
    - D) Support BOLD in their effort to provide current code information for downtown rehabilitations.
    - E) Support community through enforcing structural & fire safe construction in residential & commercial buildings throughout COJ jurisdiction.
  2. Strengthen involvement in NC State Building Code Associations.
    - A) Continue to hold associations elected offices to promote uniformity in Building code enforcement.
    - B) Continue to sponsor / attend NC State Building Code continuing education workshops.
- **Responding to the Needs of the Community & Improving Customer Service Levels:**
1. Provide Public Education.
    - A) Entrepreneur Class at CCCC: Provide information to obtain a occupancy / building permit & include zoning requirements & business license process;
    - B) Home Builders presentations on service improvements.
    - C) Hold NC State Building Code workshops for contractors and citizens.
  2. Provide Improved Customer Service.
    - A) Implement strategies for a one-stop shop;
    - B) Develop inspection check lists for time, money savings plus reducing error / missed inspections;
    - C) Finalize mobile electron inspection reports, upgrade mobile communication through improved air cards / laptops.

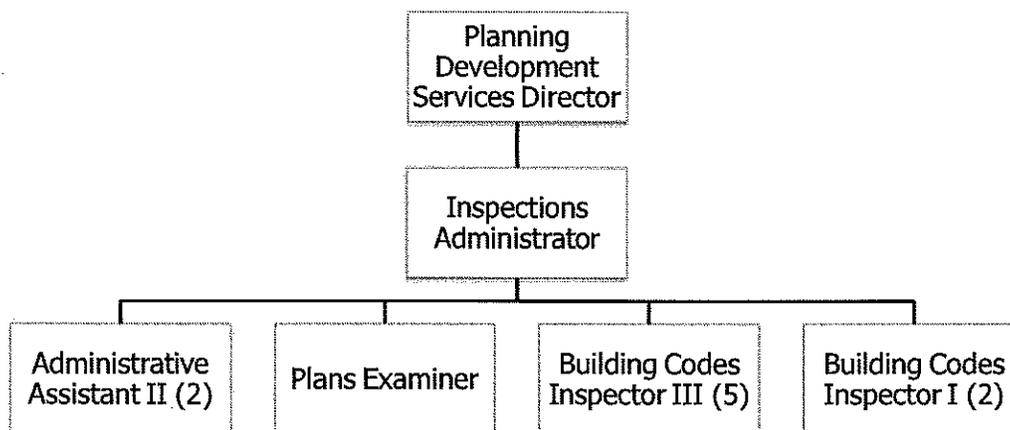
- D) Streamline inspections, hire qualified inspectors & administrative staff, fill open positions and provide adequate continuing education for staff.  
In addition, CAMA Officer has been relocated under Water Quality, plus Engineering & Building Inspections are developing permit information about sidewalk specifications.

**Narrative.** The Building Inspections Division, Develop Services Department, is composed of two sections:

**Administration** – Provides managerial and administrative support by processing permit applications to include building, electrical, mechanical, plumbing, signs, mobile homes, fuel piping, hood systems, certificate of occupancy inspection, and residential / commercial plan review. The Division also monitors all requested inspections for these permits, as well as assisting minimum housing officer with condemnation of below standard housing.

**Building Code Inspections** – Building Code Inspectors are responsible for enforcing North Carolina building codes to include building, electrical, plumbing, mechanical (heating & air), and new ANCI Standards for persons with disabilities, NC Accessibility Code. Of the eight inspectors, one is solely responsible for all plan review, as well as building code compliance.

## Inspections



### 2010-2011 BUDGET HIGHLIGHTS

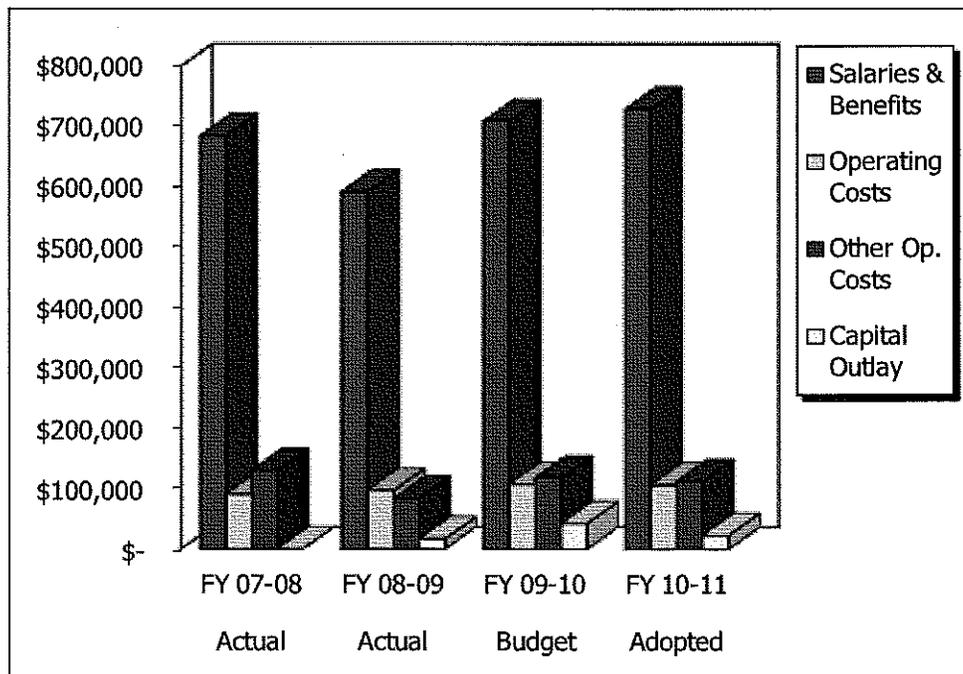
The FY 10-11 budget for the Inspections division's estimated revenues and expenditures have improved by approximately \$356,000 over the prior year. Approved FY 09-10 inspection fee increases along with growth in construction have caused revenues to exceed the current FY 09-10 budget, and are expected to continue into FY 10-11. This increase in revenue along with a slight

decrease in total expenditures will allow for a minimal excess of revenues over expenditures. This budget seeks to improve online permitting capabilities and service levels without increasing cost.

### DEPARTMENTAL SUMMARY

	Actual FY 07-08	Actual FY 08-09	Budget FY 09-10	Adopted FY 10-11
<b>Revenue</b>				
Inspection Fees	\$ 647,887	\$ 652,510	\$ 645,000	\$ 995,000
<b>Total Revenue</b>	<b>647,887</b>	<b>652,510</b>	<b>645,000</b>	<b>995,000</b>
<b>Expenditures</b>				
Salaries & Benefits	685,092	592,399	708,771	729,058
Operating Costs	90,492	97,030	107,561	106,277
Other Op. Costs	130,354	83,747	118,321	112,448
Capital Outlay	-	16,757	42,242	22,666
<b>Total Expenditures</b>	<b>905,938</b>	<b>789,933</b>	<b>976,895</b>	<b>970,449</b>
<b>Revenue over (under)</b>				
<b>Expenditures</b>	<b>\$ (258,051)</b>	<b>\$(137,423)</b>	<b>\$(331,895)</b>	<b>\$ 24,551</b>
<b>Full-Time Employees</b>	<b>12</b>	<b>11</b>	<b>11</b>	<b>11</b>

### TREND ANALYSIS



The FY 10-11 budget for Salaries and Benefits includes an increase of \$20,287. This increase includes the required State Retirement contribution of an additional 1.63% for all non-law enforcement department employees. We received notification from the State Retirement system that this increase was due to investment losses sustained by the fund during 2008. With the City's renewal of health and dental insurance, we have included a 10% increase for dental coverage and a 7% increase for health coverage. The majority of the increase in Salaries and Benefits for FY10-11 is

related to a 4% salary adjustment for employees. Employees have not received a cost of living increase nor a performance based increase since FY 08-09.

The FY 09-10 budget for Operating Costs has increased slightly over prior year actual expenditures, but has been slightly reduced for FY 10-11. Increases in the FY 09-10 budget were primarily due to expected training costs for continuing education requirements and anticipated expenses for fuel.

Fluctuations in Other Operating Costs are primarily due to fluctuations in internal service fund allocations for Information Technology Services. Also included in Other Operating Costs are lifecycle costs for replacements of tablet/dock and desktop computers. Other Operating Costs decreases in FY 10-11 are primarily due to a decrease in replacement costs for computer equipment.

Capital Outlay costs are due to scheduled vehicle lifecycle replacements. Two trucks are being replaced and upgraded to extended cabs in FY 09-10 which were budgeted at \$42,242, however actual expenditures were only \$34,571. FY 10-11 has budgeted one scheduled vehicle replacement at an anticipated cost of \$22,666.

Overall, the FY 10-11 Inspections Division budget decreased by approximately \$6,446 as compared to the FY 09-10 budget for total expenditures. Due to the current trend in new construction, building inspection fees have grown and are expected to increase for FY 10-11. This increase in fees is approximately \$356,000 greater than previous year's revenues.

### **FY 09-10 ACCOMPLISHMENTS**

- The CAMA Officer was moved to the Water Quality division in support of better and more consistent use of officers on navigable waterways. The goal is improvement of municipal code enforcement throughout the City, plus combining duties should produce more cost effective enforcement.
- The Inspections Division & Engineering Division is in process of providing permit information about sidewalk specifications. Information will be available to view on permit, with brochure about specifications available in the Inspections office.
- Amended Budget for Building Inspections salaries & benefits for FY 09-10 is \$976,895. Revenue received for the first ten months of FY 09-10 is \$810,000. Projected revenue until June 30, 2010, is estimated to recover 93% of salaries & benefits for Building Inspections. The result is based on increased permit fees, construction increases and the addition of a new technology fee in FY 09-10.
- Multi-disciplined inspectors are required to complete (6) credit hours per certification per year. NC General Assembly & NC Building Code Council adopted a bill to require continuing education for code inspectors.
- The Inspections Division, Code Inspectors are now certified by the International Code Council. By taking advantage of a one-time transition period ending March 31, 2009, the City Inspections staff is now nationally recognized.
- Building Inspections has fully implemented the 2009 edition of the NC International Building Codes including the 2008 National Electrical Code.

- A new voice permits system (Interactive Voice Response System) and Click2Gov allow callers to verify permit status, code violations, and schedule inspections. The IVR, Click2Gov and HTE programs are implemented and being used by contractors and design professionals. Additional training is needed and scheduled for June 2010 to clean up and make needed adjustments to meet the work process of the Inspections Division.
- Issuing permits & receiving cash receipts is now available in the inspections office. In addition, fees are now received for the Planning & Community Development divisions. The goal is to reduce waiting time and establish part of a one-stop shop for customers.
- Implementing in-house building code and related industry training in Inspections training/conference room. Training has been extended to other municipal inspection agencies with good response and attendance. We have had success in providing an instructor at CCCC to provide continuing education for COJ inspectors and others.
- The Building Inspections Division has successfully filled one of three open Code Inspector positions. Obtaining a level III inspector has been beneficial in reducing training cost and maintaining the City's commercial enforcement. We have interviewed additional candidates for Level II & III waiting for management to finalize.
- Inspections fee schedule has been increased to cover salary increases and cost for continuing education.
- Danny Bryan has been appointed as a one year Director for the NC Mechanical Inspectors Association. He will be eligible for position of President after this one year period. While on the education committee he was able to bring the NC Mechanical Workshops to Onslow County. This reduces travel time for continuing education for several inspection jurisdictions.
- Inspections Administrative Assistants will become members of the NC Permitting Personnel Association. This association deals with unifying the permit process throughout NC for all jurisdictions. Trading information between jurisdictions and with NC Boards has helped to clarify application and permit process.

**PERFORMANCE MEASURES****Performance Measures**

	<b><u>Target</u></b>	<b><u>FY 07-08 Actual</u></b>	<b><u>FY 08-09 Actual</u></b>	<b><u>Jul 09- Mar 10 Actual</u></b>
Number of inspections per inspector per day	10	8	8	9
Number of plan reviews per plan reviewer per year	300	1,199	870	923
Percent of inspection responses within one working day of request	95%	96%	80%	50%
Percent of inspections that are re-inspections	< 40%	24%	27%	24%
Continuing education per certified building inspector	100%	100%	100%	100%

**Workload Indicators**

	<b><u>Target</u></b>	<b><u>FY 07-08 Actual</u></b>	<b><u>FY 08-09 Actual</u></b>	<b><u>Jul 09- Mar 10 Actual</u></b>
Building inspections per 1,000 population per year	300	190	153	127
Value of total building permits as percent of tax base inspected	3.0%	5.0%	7.0%	3.0%
Value of commercial permits as percent of tax base inspected	1.0%	0.3%	0.1%	0.1%
Value of building permits per inspector	\$8,000,000	\$15,915,073	\$19,999,894	\$8,279,168

## **CODE ENFORCEMENT**

**Fund:** General

**Function:** Code Enforcement

### **MISSION**

*Protect the public, health, safety and welfare and to improve the quality of life for all the citizens of Jacksonville.*

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### **GOALS FOR FY 10-11**

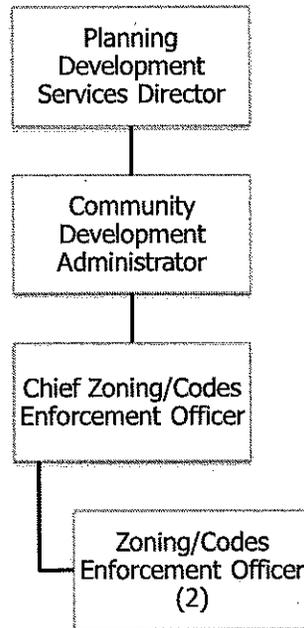
The Code Enforcement Sections goals support the City Council's goals to measure and improve customer service level in Development Services. The Section's short-term goals for the coming year are as follows:

1. Reduce the number of code violations within the city limits through effective code enforcement and abatement.
  2. Seek opportunities to leverage public investment to remove blight and promote development.
  3. Be pro-active in the identification, investigation, enforcement and abatement of code violations.
  4. Maintain qualified staff for service delivery.
- 

### ***Narrative:***

**Code Enforcement** – The Code Enforcement Section is responsible for enforcing City codes and ordinances and educating citizens on maintaining a healthy and safe environment. The performance of these duties requires research and data collection, interpretation of codes and ordinances, and implementation of enforcement activity with follow through to achieve compliance.

## Development Services Code Enforcement

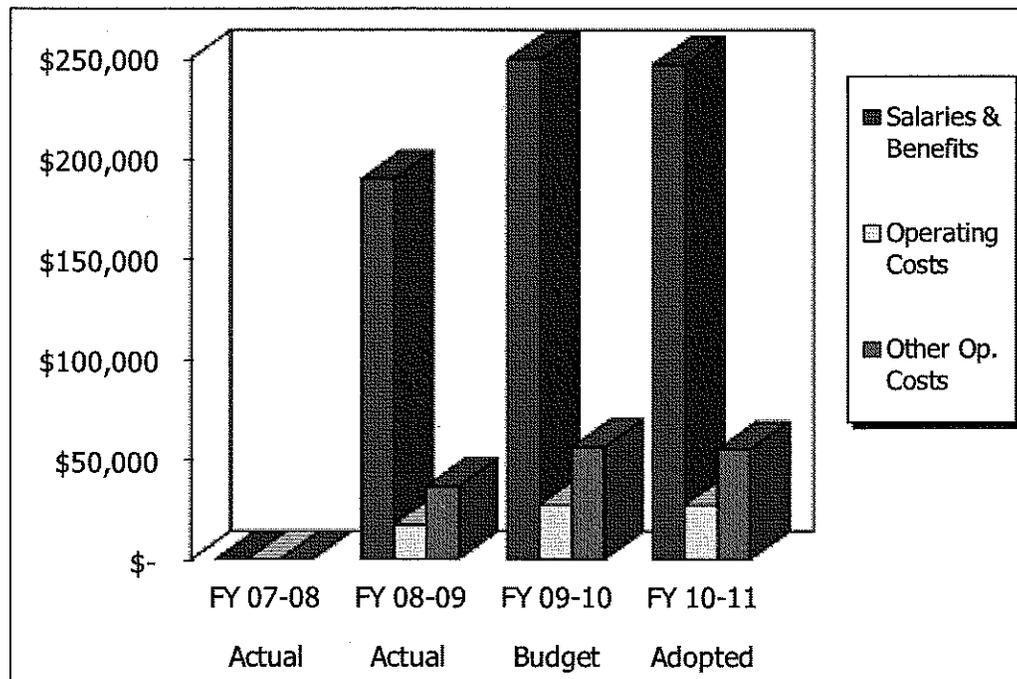


### 2010-2011 BUDGET HIGHLIGHTS

The Code Enforcement Section was created in FY 08-09 and is assigned to the Community Development Division. Three full-time employees are assigned to this division. The budget also includes 30% of the CD Administrator's salary and 50% of the Administrative Assistant's salary. Overall the Code Enforcement budget has remained level.

### DEPARTMENTAL SUMMARY

	Actual FY 07-08	Actual FY 08-09	Budget FY 09-10	Adopted FY 10-11
<b>Expenditures</b>				
Salaries & Benefits	\$ -	\$ 189,878	\$ 249,287	\$ 246,920
Operating Costs	-	17,198	27,081	27,028
Other Op. Costs	-	36,400	56,071	54,931
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ 243,476</b>	<b>\$ 332,439</b>	<b>\$ 328,879</b>
<b>Full-Time Employees</b>	-	3.8	3.8	3.8

**TREND ANALYSIS**

In FY 09-10 salaries increased primarily due to the creation of the Chief Zoning Code Enforcement Officer position. The FY 08-09 budget was derived from estimated costs and FY 09-10 is more reflective of the actual costs for operating this stand-alone section.

Going into FY 10-11 the overall budget is anticipated to remain level with a slight decrease in training, publications, and advertising.

**FY 09-10 ACCOMPLISHMENTS**

During FY 09-10 the Code Enforcement staff increased proficiency in abating zoning, minimum housing and public nuisances. A full-time Administrative Assistant in Community Development provided 50% support to the Code Enforcement Section allowing for increased productivity. During this year Code Enforcement was fully operational in the use of completed Code Enforcement HTE module thereby providing an enhanced tracking and data collection system.

As of March 31, 2010 the following accomplishments have been achieved:

- Conducted 2189 Zoning Inspections (scheduled)
- 1,544 Officer Initiated Inspections/Investigations
- Issued 508 Notices of Violations/Courtesy Letters (Zoning/Code)
- Conducted 1093 Minimum Housing/Public Nuisance Inspections/Re-inspections
- Reviewed 979 Building and Certificate of Occupancy Permits
- Issued 31 Clean-up/Inspection Warrants
- Processed 595 cases of which 180 (30%) were officer initiated.

**PERFORMANCE MEASURES**

	<b><u>Target</u></b>	<b><u>FY 08-09 Actual</u></b>	<b><u>Jul 09- Mar 10 Actual</u></b>
Percent of cases officer initiated	25%	NA	30%
Number of inspections/re-inspections conducted annually	1,200	1,078	1,093
Percent of cases voluntarily abated prior to assignment/abatement by contractor	75%	82%	87%

## **COMMUNITY DEVELOPMENT**

**Fund:** CDBG

**Function:** Community Assistance

### **MISSION**

*Protect the public, health, safety and welfare and to improve the quality of life for all the citizens of Jacksonville.*

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### **GOALS FOR FY 10-11**

The Community Development Division goals support the City Council's goals by assessing and responding to the needs of the community. The Division's short-term goals for the coming year are as follows:

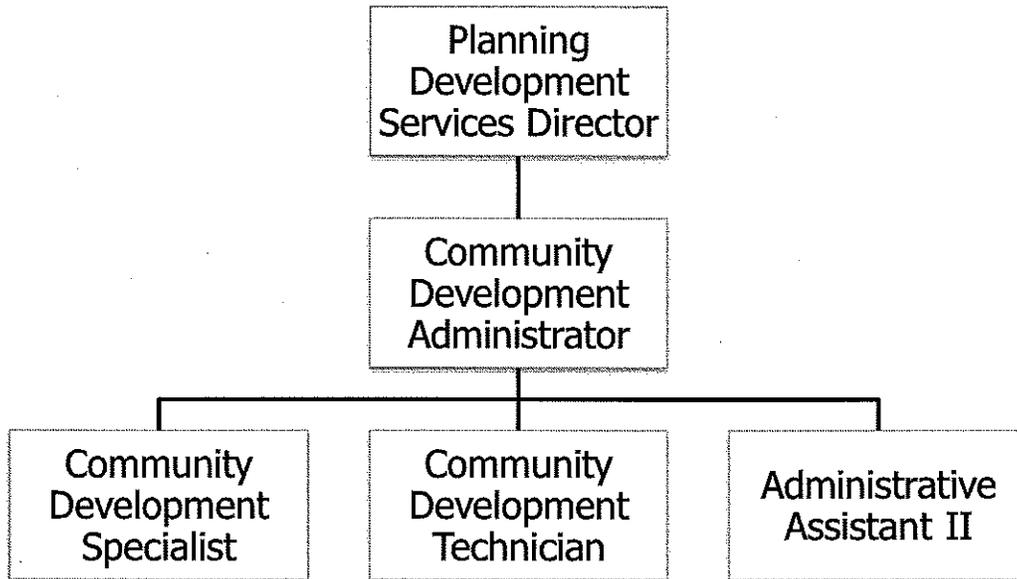
1. Improve the quality and availability of affordable housing within the city limits of Jacksonville through promotion of infill development and efficient use of existing infrastructure.
  2. Assess and respond to the needs of the community through development of the Annual Action plan.
  3. Provide programs and services to meet the needs of the community through effective use of CDBG funds and provision of educational seminars on topics such as homebuyer education and fair housing.
  4. Respond to needs of the community by maintaining effective relationships with partner agencies.
  5. Maintain qualified staff for service delivery.
- 

**Narrative:** The Community Development Division is composed of two sections:

**Administration** – The Administration Section provides leadership and administrative support for the Community Development Block Grant entitlement program. This Section is responsible for overseeing eligible activities, collecting data for reports, updating records, and maintaining files. In performing these responsibilities this Section must research and collect data for reports and records including the Annual Action Plan, Consolidated Annual Performance and Evaluation Review and Five Year Consolidated Plan. This division also compiles fiscal information for budget preparation.

**Project Delivery** – The Project Delivery Section is responsible for determining client and program eligibility, coordinating client and vendor services, overseeing construction and rehabilitation projects, and promoting Community Development to the general public. The Section is also responsible for maintaining vendor databases, monitoring compliance with Federal regulations including Davis-Bacon and Environmental Reviews.

# Development Services Community Development



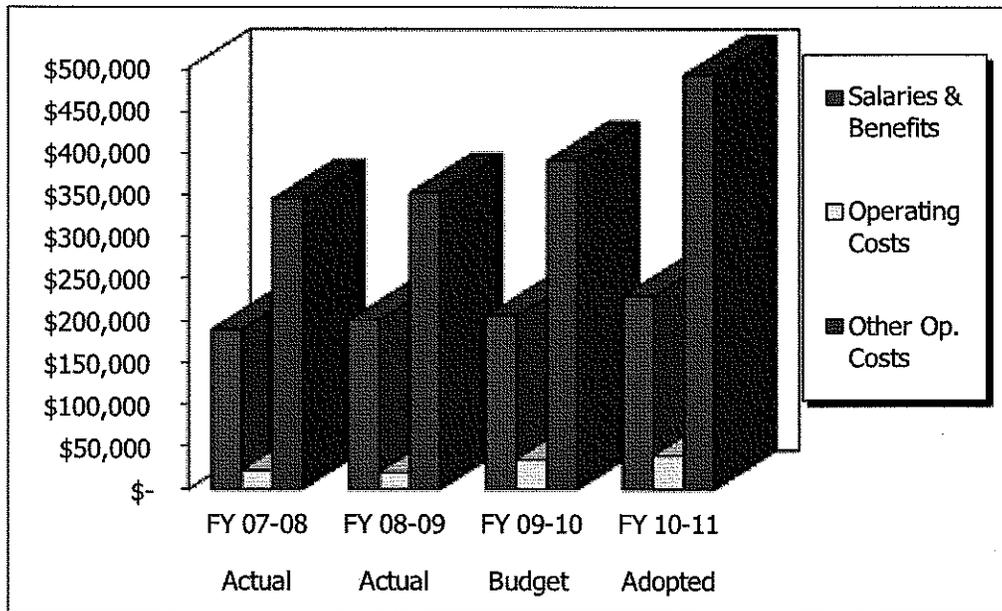
## **2010-2011 BUDGET HIGHLIGHTS**

Fiscal Year 2009-2010 represents the 2<sup>nd</sup> consecutive year that the Community Development Division has seen an increase in Community Development Block Grant funding. In FY 2010-2011 this trend will continue as the Community Development Division will receive an additional \$45,200 or an 8.8% increase in CDBG funding. This funding will be used to support ongoing programs and services.

**DEPARTMENTAL SUMMARY**

	Actual FY 07-08	Actual FY 08-09	Budget FY 09-10	Adopted FY 10-11
<b>Revenue</b>				
Entitlements	\$ 430,830	\$ 341,241	\$ 524,944	\$ 570,114
Administrative Fees	775	450	613	1,020
Program Income	16,220	-	52,000	89,669
Principal Loan Pmnts	40,341	103,038	42,082	90,450
Principal Interest Pmnts	12,333	10,744	11,246	10,595
<b>Total Revenue</b>	<b>500,499</b>	<b>455,474</b>	<b>630,885</b>	<b>761,848</b>
<b>Expenditures</b>				
Salaries & Benefits	\$ 189,710	\$ 200,681	\$ 205,524	\$ 229,564
Operating Costs	22,648	19,775	35,613	40,219
Other Op. Costs	344,309	352,204	390,323	492,165
<b>Total Expenditures</b>	<b>556,667</b>	<b>572,660</b>	<b>631,460</b>	<b>761,948</b>
Revenues over (under) Expenditures	\$ (56,168)	\$(117,186)	\$ (575)	\$ (100)
Full-Time Employees	4	3.2	3.2	3.2

**TREND ANALYSIS**



An increase of \$24,040 in salaries and benefits is primarily due to increased costs for salaries, health insurance and retirement. An allocation for EIR's has also been approved for the upcoming year.

Operating costs are increasing by \$4,606 primarily due to increased cost in phones, postage, yearly contracts, advertising and training. Increase in fuel and fleet costs are also a contributing factor.

As a result of the increase in CDBG funding and estimated program income, funding for key programs categorized as Other Operating Costs has increased. Other Operating Costs include programs such as Residential Rehabilitation, Rental Rehabilitation, Clearance and Demolition, Small Business Loans, Neighborhood Facilities, Affordable Housing Infrastructure, and Non-Profit Funding.

### FY 09-10 ACCOMPLISHMENTS

- **North Carolina Housing Finance Agency:** New Homes Loan funds were used to assist two families achieve the "American Dream" of home ownership. A total of \$35,760 in down payment assistance was provided during the 2009-2010 fiscal year to help purchase 305 South Shore Drive and 460 College Street.
- **Annual Action Plan:** The Community Development Division and the Community Development Advisory Committee have developed the FY 2010-2011 Annual Action Plan which outlines Jacksonville's overall strategy for addressing housing and community development needs for the next five years. Community Input meetings were held in December to determine the most urgent needs. For each identified need, Community Development will develop specified objectives, design strategies and propose accomplishments to achieve its plan.
- **C.R.E.A.T.E.:** In an effort to continue to provide affordable housing for the citizens of Jacksonville, the Community Development Division continues to partner with Coastal Carolina Community College's C.R.E.A.T.E. program. Through this partnership we have completed construction of a new home at 305 South Shore Drive. This home was sold and a Ribbon Cutting Ceremony was held in December. Construction is currently underway at 309 South Shore Drive.
- **Affordable Housing Construction:** One home was completed through our partnership with private contractors. One home was completed at 460 College Street. The home was sold and a Ribbon Cutting ceremony held in December.
- **Homebuyer Education:** As of March 2010, the Community Development Division has hosted three homebuyer education courses serving 54 citizens. The seminars are conducted in partnership with local lenders, realtors, NC Extension Services, Camp Lejeune-MCCS, home inspectors and insurance agents.
- **Residential and Rental Rehabilitation:** Through the Residential Rehabilitation Program two homes were completed at 315 Dudley Street and 124 Kitt Drive. One home at 794 River Court was rehabilitated through the Rental Rehabilitation program, providing an affordable housing unit for a low moderate income tenant.
- **Neighborhood Facilities:** Completed the renovation and expansion of the Abundance of Love and Learning Center. This facility provides subsidized daycare to children from income eligible households.

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**PERFORMANCE MEASURES**

	<u>Target</u> <u>FY 10-11</u>	<u>FY 08-09</u> <u>Actual</u>	<u>Jul 09 –</u> <u>Mar 10</u> <u>Actual</u>
Construct one affordable housing unit through CREATE Program with CCCC.	1	1	1
Construct affordable housing units using private contractors.	1	1	1
Provide down payment assistance to low to moderate income homebuyers.	2	2	2
Provide residential rehabilitation loans to qualified applicants.	4	3	2
Provide rental rehabilitation loans to qualified applicants.	1	NA	1
Conduct homebuyer education seminars.	4	6	3
Provide grants/loans to local non-profit organizations.	4	4	4
Renovate one neighborhood facility.	0	NA	1
Support development of affordable rental units by providing loans for infrastructure.	72 units	44	underway
Create jobs by providing small business loans.	2 jobs	NA	0
Remove slum and blight through demolition of dilapidated structures.	2	15 lots	underway

**COMMUNITY DEVELOPMENT ENTITLEMENTS  
BUDGET SUMMARY FY 10-11**

<b>ENTITLEMENT 2007 - CD0701</b>	Amended Budget 04/28/10	Adopted FY 10-11	Total Project
<b>Revenue</b>			
Entitlement 2007	\$ 513,745	\$ -	\$ 513,745
Investment Earnings	455	-	455
Administrative Fee	1,100	-	1,100
Program Income Misc.	40,933	-	40,933
Principal Loan Payments	151,605	-	151,605
Interest on Loan Payments	15,618	-	15,618
<b>TOTAL REVENUE</b>	<b>\$ 723,456</b>	<b>\$ -</b>	<b>\$ 723,456</b>
<b>Expenditures</b>			
Salaries & Benefits	\$ 124,605	\$ -	\$ 124,605
Operating Costs	17,521	-	17,521
Comm. Dev. Administration	142,126	-	142,126
Salaries & Benefits	\$ 164,040	\$ -	\$ 164,040
Operating Costs	102,459	-	102,459
Other Op. Costs	314,831	-	314,831
Comm. Dev. Planning	581,330	-	581,330
<b>TOTAL EXPENDITURES</b>	<b>\$ 723,456</b>	<b>\$ -</b>	<b>\$ 723,456</b>

<b>ENTITLEMENT 2008 - CD0801</b>	Amended Budget 04/28/10	Adopted FY 10-11	Total Project
<b>Revenue</b>			
Entitlement 2008	\$ 509,412	\$ -	\$ 509,412
Investment Earnings	1,000	-	1,000
Administrative Fee	1,000	-	1,000
Program Income Misc.	100,031	-	100,031
Principal Loan Payments	63,000	-	63,000
Interest on Loan Payments	16,500	-	16,500
<b>TOTAL REVENUE</b>	<b>\$ 690,943</b>	<b>\$ -</b>	<b>\$ 690,943</b>
<b>Expenditures</b>			
Salaries & Benefits	\$ 88,685	\$ -	\$ 88,685
Operating Costs	30,862	-	30,862
Comm. Dev. Administration	119,547	-	119,547
Salaries & Benefits	\$ 129,357	\$ -	\$ 129,357
Operating Costs	142,607	-	142,607
Other Op. Costs	299,432	-	299,432
Comm. Dev. Planning	571,396	-	571,396
<b>TOTAL EXPENDITURES</b>	<b>\$ 690,943</b>	<b>\$ -</b>	<b>\$ 690,943</b>

<b>ENTITLEMENT 2009 - CD0901</b>	Amended Budget 04/28/10	Adopted FY 10-11	Total Project
<b>Revenue</b>			
Entitlement 2009	\$ 524,944	\$ -	\$ 524,944
Investment Earnings	575	-	575
Administrative Fee	613	-	613
Program Income Misc.	52,000	-	52,000
Principal Loan Payments	42,082	-	42,082
Interest on Loan Payments	11,246	-	11,246
<b>TOTAL REVENUE</b>	<b>\$ 631,460</b>	<b>\$ -</b>	<b>\$ 631,460</b>
<b>Expenditures</b>			
Salaries & Benefits	\$ 86,472	\$ -	\$ 86,472
Operating Costs	23,117	-	23,117
Other Op. Costs	1,800	-	1,800
Comm. Dev. Administration	111,389	-	111,389
Salaries & Benefits	\$ 119,052	\$ -	\$ 119,052
Operating Costs	12,496	-	12,496
Other Op. Costs	388,523	-	388,523
Comm. Dev. Planning	520,071	-	520,071
<b>TOTAL EXPENDITURES</b>	<b>\$ 631,460</b>	<b>\$ -</b>	<b>\$ 631,460</b>

<b>CDBG - ARRA FUNDING - CD0903</b>	Amended Budget 04/28/10	Adopted FY 10-11	Total Project
<b>Revenue</b>			
ARRA Stimulus 2009	\$ 138,351		\$ 138,351
<b>TOTAL REVENUE</b>	<b>\$ 138,351</b>	<b>\$ -</b>	<b>\$ 138,351</b>
<b>Expenditures</b>			
Other Op. Costs	\$ 138,351		138,351
<b>TOTAL EXPENDITURES</b>	<b>\$ 138,351</b>	<b>\$ -</b>	<b>\$ 138,351</b>

<b>ENTITLEMENT 2010 - CD1001</b>	<b>Amended Budget 04/28/10</b>	<b>Adopted FY 10-11</b>	<b>Total Project</b>
<b>Revenue</b>			
Entitlement 2010	\$ -	\$ 570,114	\$ 570,114
Investment Earnings	-	100	100
Administrative Fee	-	1,020	1,020
Program Income Misc.	-	89,669	89,669
Principal Loan Payments	-	90,450	90,450
Interest on Loan Payments	-	10,595	10,595
<b>TOTAL REVENUE</b>	<b>\$ -</b>	<b>\$ 761,948</b>	<b>\$ 761,948</b>
<b>Expenditures</b>			
Salaries & Benefits	\$ -	\$ 91,767	\$ 91,767
Operating Costs	-	28,645	28,645
Other Op. Costs	-	1,500	1,500
Comm. Dev. Administration	-	121,912	121,912
Salaries & Benefits	\$ -	\$ 137,797	\$ 137,797
Operating Costs	-	11,574	11,574
Other Op. Costs	-	490,665	490,665
Comm. Dev. Planning	-	640,036	640,036
<b>TOTAL EXPENDITURES</b>	<b>\$ -</b>	<b>\$ 761,948</b>	<b>\$ 761,948</b>

**COMMUNITY ASSISTANCE  
BUDGET SUMMARY FY 10-11**

<b>CREATE PROJECT - CD0301</b>	Amended Budget 04/28/10	Adopted FY 10-11	Total Project
Revenue			
Program Income	\$ 590,090	\$ 114,000	\$ 704,090
From Special Revenue	78,500	-	78,500
<b>TOTAL REVENUE</b>	<b>\$ 668,590</b>	<b>\$ 114,000</b>	<b>\$ 782,590</b>
Expenditures			
Other Department Expense	\$ 668,590	\$ 114,000	\$ 782,590
<b>TOTAL EXPENDITURES</b>	<b>\$ 668,590</b>	<b>\$ 114,000</b>	<b>\$ 782,590</b>

<b>AFFORDABLE HOUSING CONST - CD0501</b>	Amended Budget 04/28/10	Adopted FY 10-11	Total Project
Revenue			
Program Income	\$ 761,699	\$ 101,000	\$ 862,699
NCHFA Admin Referral Fee	6,000	2,000	8,000
Investment Earnings	12,698	-	12,698
From Special Revenue	84,371	-	84,371
<b>TOTAL REVENUE</b>	<b>\$ 864,768</b>	<b>\$ 103,000</b>	<b>\$ 967,768</b>
Expenditures			
Other Department Expense	\$ 864,768	\$ 103,000	\$ 967,768
<b>TOTAL EXPENDITURES</b>	<b>\$ 864,768</b>	<b>\$ 103,000</b>	<b>\$ 967,768</b>

<b>CONTINUUM OF CARE - CD0602</b>	Amended Budget 04/28/10	Adopted FY 10-11	Total Project
Revenue			
From General Fund	\$ 25,100		\$ 25,100
<b>TOTAL REVENUE</b>	<b>\$ 25,100</b>	<b>\$ -</b>	<b>\$ 25,100</b>
Expenditures			
Other Op. Costs	\$ 25,100		\$ 25,100
<b>TOTAL EXPENDITURES</b>	<b>\$ 25,100</b>	<b>\$ -</b>	<b>\$ 25,100</b>

<b>PUBLIC PRIVATE PARTNERS - CA0801</b>	Amended Budget 04/28/10	Adopted FY 10-11	Total Project
Revenue			
From General Fund	\$ 306,600	\$ 102,200	\$ 408,800
<b>TOTAL REVENUE</b>	<b>\$ 306,600</b>	<b>\$ 102,200</b>	<b>\$ 408,800</b>
Expenditures			
Other Op. Costs	\$ 306,600	\$ 102,200	\$ 408,800
<b>TOTAL EXPENDITURES</b>	<b>\$ 306,600</b>	<b>\$ 102,200</b>	<b>\$ 408,800</b>

<b>BUILDING REUSE / RESTORE - CD1002</b>	Amended Budget 04/28/10	Adopted FY 10-11	Total Project
Revenue			
Onslow County Child	\$ 103,808		\$ 103,808
<b>TOTAL REVENUE</b>	<b>\$ 103,808</b>	<b>\$ -</b>	<b>\$ 103,808</b>
Expenditures			
Other Op. Costs	\$ 103,808		\$ 103,808
<b>TOTAL EXPENDITURES</b>	<b>\$ 103,808</b>	<b>\$ -</b>	<b>\$ 103,808</b>

# **PUBLIC SERVICES**

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**This section includes the following Public Services General Fund functions:**

- **Public Works**
  - **Administration**
  - **Engineering**
  - **Facilities Maintenance Services**
  - **Streets (Powell Bill/Non-Powell Bill)**

## **PUBLIC WORKS ADMINISTRATION**

**Fund:** General

**Function:** Public Works

### **MISSION**

*To supply direction and limited administrative support to all divisions of Public Services in order to provide the most cost effective water, wastewater, sanitation, streets maintenance, facilities maintenance and stormwater management in an environmentally responsible manner.*

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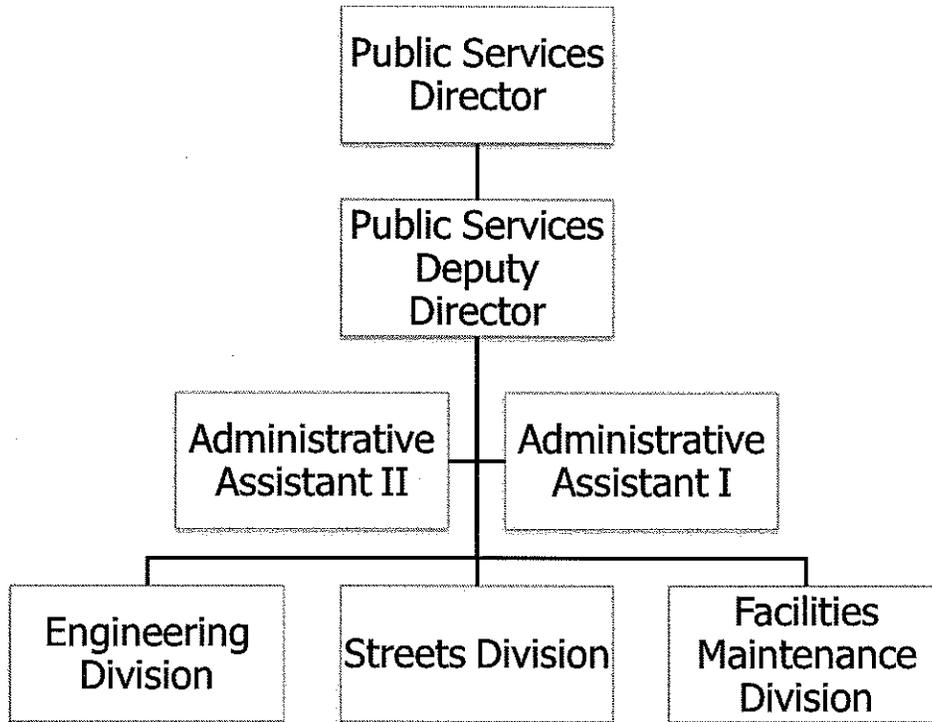
### **GOALS FOR FY 10-11**

The Public Services Administration Division's goals support the City Council's goals by supporting the development of plans to ensure adequate City services as the City grows. The Division's short-term goals for the coming year are as follows:

1. Provide resource management to divisions for delivery of effective and efficient public services.
  2. Maintain a qualified and dedicated staff for providing asset management, operations, and maintenance to City infrastructure systems.
  3. Provide technical support and direction to other departments and City Council.
  4. To ensure services and projects provided by department are compliant with Federal, State and Local rules and regulations.
- 

***Narrative.*** The Administration Division provides the leadership, oversight, analysis, fiscal responsibility and strategic planning for the Streets, Sanitation, Buildings & Grounds, Water Quality, Engineering, Water Supply, Wastewater Treatment, Utilities Maintenance, and Metering divisions within the Public Services Department. The division is responsible for ensuring that each division of the department is provided the resources and information necessary to attain their goals and objectives; provides departmental budget administration; handles customer complaints and questions; resolves personnel matters; and responds to special projects or tasks that may be assigned to the department.

## Public Services Administration – General Fund



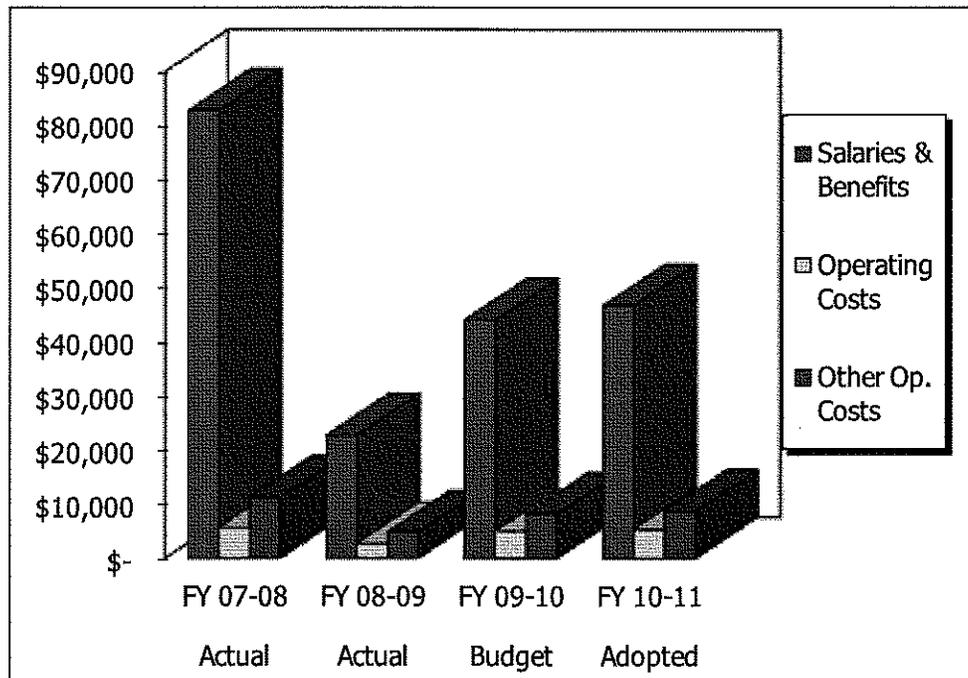
### 2010-2011 BUDGET HIGHLIGHTS

There were no significant changes from last year's budget due to new requests. (See Trend Analysis for an explanation of other changes.)

### DIVISION SUMMARY

	Actual FY 07-08	Actual FY 08-09	Budget FY 09-10	Adopted FY 10-11
<b>Expenditures</b>				
Salaries & Benefits	\$ 82,808	\$ 22,801	\$ 44,133	\$ 46,769
Operating Costs	5,646	2,702	5,005	5,352
Other Op. Costs	11,298	4,869	8,262	8,762
<b>Total Expenditures</b>	<b>\$ 99,752</b>	<b>\$ 30,372</b>	<b>\$ 57,400</b>	<b>\$ 60,883</b>
<b>Full-Time Employees</b>	<b>1.4</b>	<b>0.4</b>	<b>0.4</b>	<b>0.4</b>

## TREND ANALYSIS



Increases of \$4,288 in the FY 07-08 Salaries and Benefits are due to normal salary adjustments. Decreases of \$40,396 in the FY 08-09 budget are due to reorganization resulting in the move of an Administrative Assistant from Public Works Administration to Buildings and Grounds and the vacancy of the Deputy Director position. The increase of \$1,165 in FY 09-10 is due to the Deputy Director position being filled, which was mostly offset by a higher amount being charged to Powell Bill-eligible activities. The increase of \$2,636 for FY 10-11 is due to a 4% increase in EIR.

Increases of \$2,003 in the FY 07-08 Operating Expenses are due to increases in training, departmental supplies and the allocation of City Hall Maintenance charges. The \$587 increase in the FY 08-09 budget are due to increases in cellular phone expense, increases in insurance and department specific contracts. The \$728 decrease in the FY 09-10 budget includes a reduction in insurance and a decrease in City Hall Maintenance charges. For FY 10-11 the increase of \$347 is caused by a combination of increases in insurance and bonds, fleet charges, and training of employees.

Increases of \$1,500 in the FY 07-08 budget in Other Operating costs are due to the replacement of a desktop computer. Decreases of \$4,043 in the FY 08-09 budget are due to a reduction in the ITS allocation, and no scheduled computer purchases. The increase of \$1,007 in the FY 09-10 budget is due to an increase in the ITS Allocation. For FY 10-11 the \$500 increase is due to an increase in the ITS Allocation.

**PERFORMANCE MEASURES**

	<b><u>Target</u></b>	<b><u>FY 08-09 Actual</u></b>	<b><u>Jul 09- Mar 10 Actual</u></b>
Percent of citizen inquiries answered immediately	100%	80%	80%
Percent of repeat service calls	<5%	2%	2%
Percent of employee turnover	<10%	0%	0%
Percent of annual performance appraisals of division managers conducted on time	100%	0%	90%
Number of Departmental Divisions achieving at least 95% of their performance objectives	4	3	3
Number of violation notices received against any division of the departments	0	0	0

## **ENGINEERING DIVISION**

**Fund:** General

**Function:** Public Works

### **MISSION**

*To provide the City and citizens of Jacksonville with quality, cost effective amenities, infrastructure, and facilities in a safe and timely manner.*

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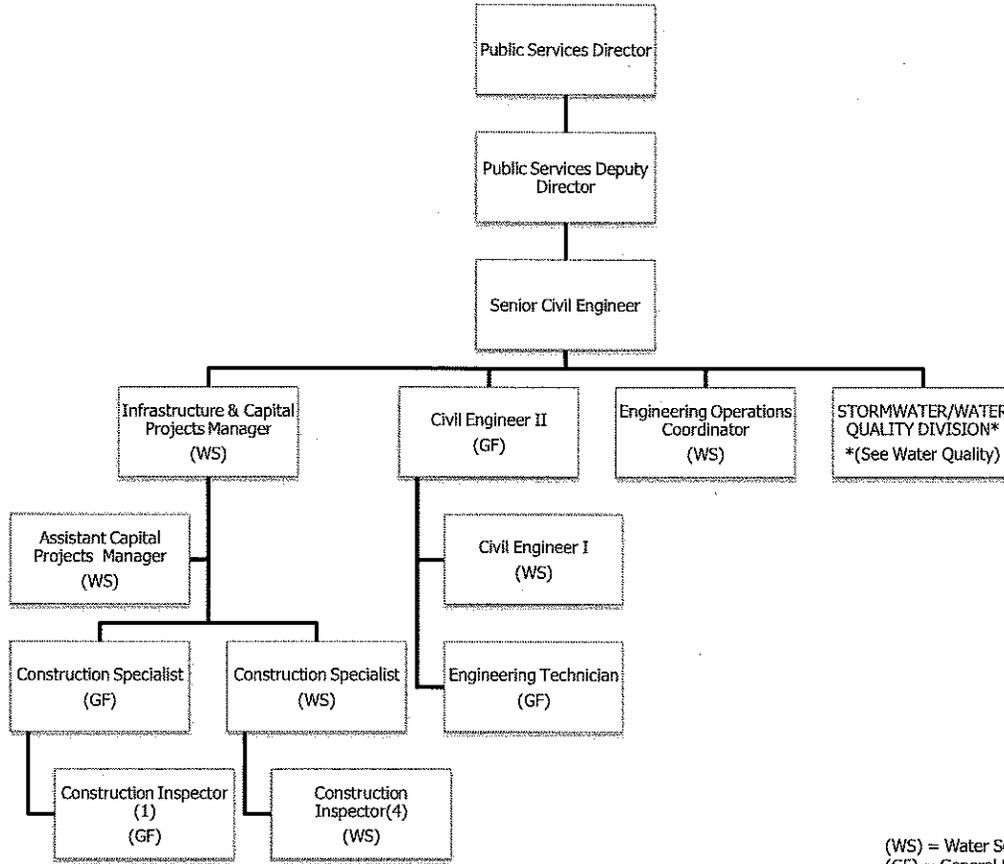
### **GOALS FOR FY 10-11**

The Engineering Division's goals support the City Council's goals by supporting the development of plans to ensure adequate City services as the City grows and the development of plans to construct and maintain adequate infrastructure. The Division will strive to reduce long-term operations and maintenance costs by improving, replacing, and expanding public facilities and infrastructure through the following short-term goals for the coming year:

1. Plan, design and construct capital projects, identified for fiscal year 2011 Capital Improvement Plan, for the betterment of the citizens of Jacksonville.
  2. Provide technical and project management support to other City departments consistent with the highest standards of professional conduct.
  3. Ensure quality infrastructure construction through development review and on-site inspections.
- 

***Narrative.*** The Engineering Division's purpose is twofold: 1) to provide technical knowledge and assistance necessary to ensure successful project completion of publically funded construction projects; and 2) to ensure that infrastructure constructed as part of private development projects for dedication to the City is built in a manner consistent City requirements and standard of quality. Engineering supports client departments and divisions involved in public projects by rendering planning, design, construction administration/observation, and project management services. Specifically, Engineering coordinates with the client department and divisions throughout the project implementation process for facility projects such as maintenance buildings, police stations and fire stations. Engineering is also responsible for the implementation of infrastructure improvements projects such as sidewalks, street rehabilitations, water and sewer rehabilitations, sewer pump station upgrades, wastewater treatment system upgrades/expansions and water well construction. The Division's efforts in regards to private development include review of development proposals and plans along with on-site inspection of infrastructure and appurtenances that are to be dedicated to the City. Engineering also administers the Floodplain Management Program, the Erosion and Sedimentation Control Program, and the City's design and construction standards otherwise known as the *Manual of Specifications, Standards and Design*.

# Public Services / Engineering Division



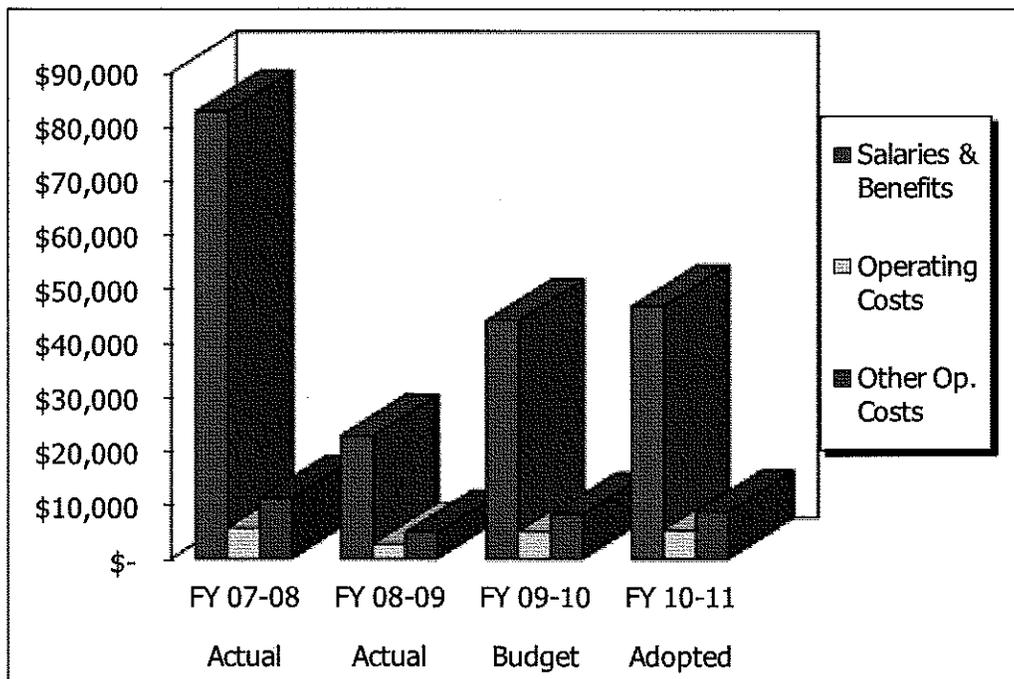
(WS) = Water Sewer Fund Employee  
 (GF) = General Fund Employee

## 2010-2011 BUDGET HIGHLIGHTS

The FY 10-11 budgeted expenditures are \$73,259 more than that budgeted for FY 09-10. Additionally, budgeted revenues attributable to allocation of overhead from the Water/Sewer Fund have been increased by only \$2,228. Overhead allocation is anticipated to be only slightly higher in FY 10-11 because General Fund personnel, equipment and supplies expended in support of water and sewer functions are anticipated to be essentially unchanged from the prior year.

**DEPARTMENTAL SUMMARY**

	Actual FY 07-08	Actual FY 08-09	Budget FY 09-10	Adopted FY 10-11
<b>Revenue</b>				
Overhead Allocation	\$ 221,032	\$ 285,066	\$ 134,455	\$ 137,393
Erosion Control	10,400	11,350	10,710	10,000
<b>Total Revenue</b>	<b>231,432</b>	<b>296,416</b>	<b>145,165</b>	<b>147,393</b>
<b>Expenditures</b>				
Salaries & Benefits	152,322	211,174	237,520	242,069
Operating Costs	28,965	22,443	39,095	66,587
Other Op. Costs	60,376	44,621	62,816	45,245
Capital Outlay	17,344	18,276	-	-
<b>Total Expenditures</b>	<b>259,007</b>	<b>296,514</b>	<b>339,431</b>	<b>353,901</b>
<b>Revenue over (under) Expenditures</b>	<b>\$ (27,575)</b>	<b>\$ (98)</b>	<b>\$ (194,266)</b>	<b>\$ (206,508)</b>
<b>Full-Time Employees</b>	<b>4</b>	<b>4.5</b>	<b>4.5</b>	<b>4</b>

**TREND ANALYSIS**

An increase of \$58,852 in actual expenditures for Salaries & Benefits in FY 08-09 over those for FY 07-08 were due to the cost of implementing a full year of the Pay Plan, hiring of the Civil Engineer I and II positions during December 2008, as well as splitting the cost for the Administrative Assistant position with Public Utilities Engineering. The FY 09-10 budget increase of \$26,346 over the FY 08-09 actual expenditure is in anticipation of both Civil Engineer positions being filled over the complete fiscal year as opposed to the half-year they were filled in FY 08-09. The FY 10-11 budget for Salaries and benefits includes an increase of \$4,549. This increase includes the required State

Retirement contribution of an additional 1.63% for all non-law enforcement employees. We received notification from the State Retirement system that this increase was due to investment losses sustained by the fund during 2008. With the City's renewal of health and dental insurance, we have included a 10% increase for dental coverage and a 7% increase for health coverage. The majority of the increase in Salaries and benefits for FY10-11 is related to a recommendation for a 4% salary adjustment for employees. Employees have not received a cost of living increase nor a performance based increase since FY 08-09.

A \$6,522 decrease in actual Operating Costs from FY 07-08 to FY 08-09 was mainly due to the reduction in expenditures for permits, fees and licenses. Additionally, reductions in expenditures for vehicle fuel and supplies were also experienced. The FY 09-10 budget increase of \$16,652 beyond that expended in FY 08-09 was primarily due to an expected increase in Departmental Specific expenditures for items like a replacement copier/facsimile. The anticipated increase of \$27,492 for FY 10-11 is largely due to the addition of a new Unanticipated account at \$19,000 that replaces the three accounts specific to unanticipated professional services. These three accounts were formerly part of Other Operating Costs. Increases in accounts such as the Cellular Phone Expense and Training accounts are also contributing to the rise in the Operating Costs budget.

An decrease of \$15,755 in actual expenditures for Other Operating Costs from FY 07-08 to FY 08-09 were due to incremental increases in various expenditures that were offset by a \$23,044 reduction in ITS charges to the Division. The increase of \$18,195 in the FY 09-10 budget is largely due to an increase in funds allocated to three unanticipated professional services accounts plus a \$7,092 increase in ITS charges. The \$17,571 decrease in the budget for FY 10-11 is largely due to the deletion of funds from the three unanticipated professional services accounts budgeted for FY 09-10 in favor of \$19,000 in an Unanticipated account within Operating Costs. This decrease is offset by a new Temporary Agency Account at \$1,000 plus an increase in ITS charges.

Actual Capital Outlay expenditures from FY 07-08 to FY08-09 were up by only \$934. As with the FY 09-10 budget, no Capital Outlay expenditures are planned for FY 10-11.

### **FY 09-10 ACCOMPLISHMENTS**

- **Parkwood Area Stormwater Project:** The Parkwood Area project is expected to mitigate flooding associated with stormwater runoff when constructed. Design of this project was completed during FY10. Thereafter, the Engineering Division lead an intensive effort at obtaining the 27 easements needed to be able to construct the project. This effort included an "open house" informational session at the Jacksonville High School as well as, one-on-one onsite meetings with the affected property owners as required. This effort culminated with the receipt of the last needed easement during March. With receipt of this easement, advertisement of the project for bidding is expected to occur in April. Once construction is underway, the Division expects to provide administration and observation services in conjunction with the City's consultant.
- **Inter-Departmental Assistance:** The Engineering Division provided assistance to other departments besides Public Services during FY 08-09. More specifically, Engineering has been/is coordinating 8 inter-departmental projects. Of these 8 projects, the Engineering Division is responsible for the actual preparation of construction plans for four projects.
- **In-House Design Efforts:** The Engineering Division continues its efforts to design smaller projects internally. Some of the Public Works/General Fund projects either designed or in design by the

Division are two sidewalk projects, five street reclamation projects, improvements to the Police Firearms Training Range, and improvements to the Georgetown Fire Training Facility.

- **Private Development Review:** During the first six months of FY 09-10, the Engineering Division reviewed 10 Site Plans, 13 Site Plan Modifications, 12 Special Use Permits, 4 General Plans, and 7 Final Plats. Additionally, the Division had approximately 57 ongoing subdivision and site plan project inspections underway.
- **Erosion and Sedimentation Control Program:** The Erosion and Sedimentation Control Program is administered by the Engineering Division. It is a performance based program with minimum guidelines set out by Federal, State, and local laws; therefore, a site that is in compliance with the regulations one day can be in serious violation the next due to a heavy rain or some other event. As of March 2010, the City had 58 open permits for erosion and sedimentation control with 25 of those being active ongoing projects in various stages of completion. During the 2009 calendar year, the Division reviewed 13 plans, approved 11 permits and conducted 649 inspections. There were 68 Notices of Violation and 24 Continuing Notice of Violations issued as a result of the inspections performed. Review of the City's erosion and sedimentation control ordinance is currently underway with the goal being to present a revised ordinance to City Council for approval during June 2010.
- **Flood Plain Management Program:** This is a voluntary program executed by the Engineering Division that includes floodplain management via the TRC development reviews, building permit reviews, and annual informational mailings. The City's involvement in this program lowers Flood Insurance rates for all citizens who carry flood insurance by 10%. This program also qualifies the City for disaster relief funds in the event of a natural disaster.

**PERFORMANCE MEASURES**

	<b><u>Target</u></b>	<b><u>FY 08-09 Actual</u></b>	<b><u>Jul 09- Mar 10 Actual</u></b>
Begin design of projects the same fiscal year as funding is allocated – Public Works/General Fund projects receiving Engineering Division assistance	85%	83%	100%
Receive project bids within 15% of the engineers post-design estimate – Public Works/General Fund projects receiving Engineering Division assistance	90%	75%	Small projects; no engineer's estimates <ul style="list-style-type: none"> <li>○ 4 @ &lt; 80% of CIP estimate</li> <li>○ 1 @ 109% of CIP estimate</li> </ul>
Design and/or engineer small projects using division staff – Public Works/General Fund projects requesting Engineering Division assistance	75%	100%	88%
Complete construction of City projects within the contract time period – Public Works/General Fund projects receiving Engineering Division assistance	90%	100%	<u>4 Projects</u> <ul style="list-style-type: none"> <li>○ 2 of 2 within time (100%)</li> <li>○ 2 delayed</li> </ul>
Review and provide written response to plans submitted for review by the scheduled TRC meeting		Meeting Goal	Meeting Goal
Respond to construction inspections of private projects within 48 hours of request	98%	95%	100%

## **FACILITIES MAINTENANCE SERVICES DIVISION**

**Fund:** General

**Function:** Public Works

### **MISSION**

*The Division of Facilities Maintenance Services and Custodial Services provides' City wide leadership and direction in facilities operations, maintenance, space utilization, energy management and facility refurbishment. FMS provides technical assistance to operating divisions in evaluating the effectiveness of their facilities and foster creativity and innovation in the administration of these functions. To preserve City facilities through scheduled and non-scheduled preventive maintenance in an effective and a cost efficient manner, providing the best value for the taxpayer.*

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### **GOALS FOR FY 10-11**

Facilities Maintenance Services Division's goals support the City Council's goals by supporting and ensuring adequate utility infrastructure to meet current needs and future growth of the community. The Division's long term, on-going goals are to:

1. Continue to work on maintenance deficiencies indentified in FY 08/09 facilities inspections
2. Continue to provide City Management with projected maintenance requirements
3. Continue to develop and improve Facilities Maintenance Services staff skills through education and managerial resources
4. Provide direction that promotes energy savings and recycling
5. Improve safety, security, maintainability, life cycle cost, health and environmental impact by facilitating sustainable design and other best practices
6. Lead in facilities innovation and promote continuous Green improvements

### **Short Term Goals**

The Division's short term goals for the coming year are as follows:

1. Develop and establish policies, guidelines, and operating procedures incorporating City and Departmental goals in relation to Facilities Maintenance Services
2. Retrofit City facilities in such a manner that promotes energy savings and recycling
3. Set into motion the refurbishment of Community Centers with energy saving technology
4. Pursue the requirements set forth in COJ Energy, Efficiency and Conservation Strategic Plan
  - a. Establish Energy, Efficiency and Conservation City Policy
  - b. Hire Energy Conservation Officer
  - c. Retrofit several City building(s) to meet energy saving requirements

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**Narrative.** The Facilities Maintenance Services Division is composed of five sections:

**Administration** – Provides managerial and administrative support including daily contact with the public and city employees in the explanation and interpretation of departmental policies and procedures. FMS administration also monitors all City facility related maintenance agreements and contracts and is an integral part of plans and reviews. In addition, we provide positive customer service interrelations with City Facilities end users with up to date work order status and completions.

The latest development, Facilities Management has become the focal point in recommending, advising and implementing City of Jacksonville’s Energy, Efficiency and Conservation Strategic Plan.

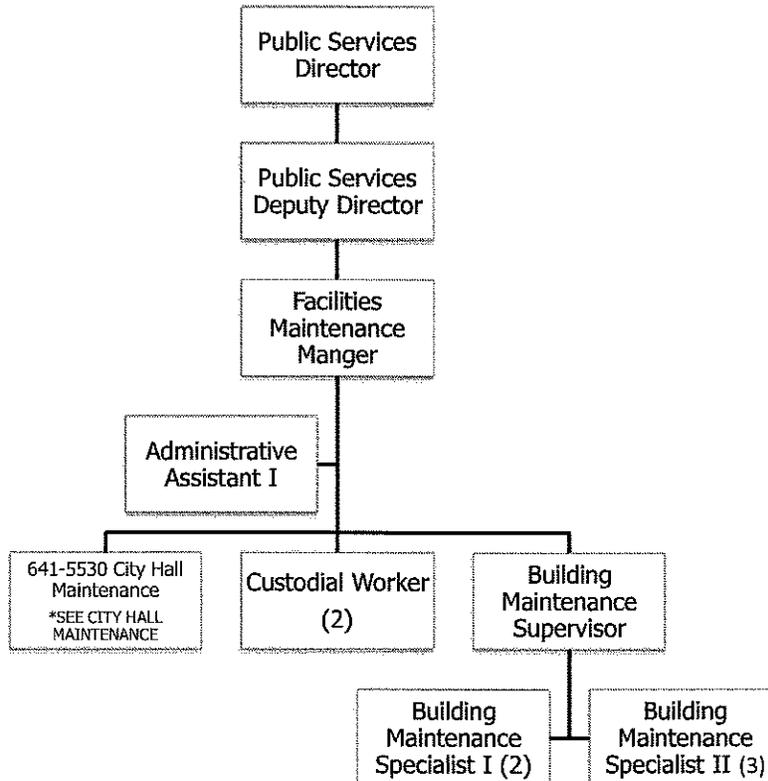
**Facilities Maintenance** – Facilities Maintenance Services general maintenance staff comprises of four personnel providing a wide variety of skilled and semi skilled technical repair, maintenance and construction work for the City’s operational and public facilities. Facilities Maintenance Services has maintenance repair responsibility for 127 facilities comprising of 348,286 square feet. FMS provides year round – daily responses to carpentry, plumbing, electrical and fabrication requests. The Facilities Maintenance Services Division also responds to emergencies when necessary as well as special projects and requests from other City departments and divisions. FMS is an integral part in supporting City’s Special events and promotions.

**Welding Maintenance** - Welding Maintenance consists of one welding qualified staff member who is responsible for a variety of welding projects. These projects encompass repairing City vehicles and equipment to special projects.

**Custodial Services** - Currently, FMS Custodial Staff consist of one custodian. He is responsible for custodial services for three buildings in the Public Services Complex.

**City Hall Maintenance:** City Hall Maintenance also falls under the direction of Facilities Maintenance Services Division, Facilities Manager; however this is included in the Internal Service Fund. FMS is also responsible for the Custodial Services for City Hall and the Youth Center, services are provided by two custodial staff members.

## Facilities Maintenance Services Division



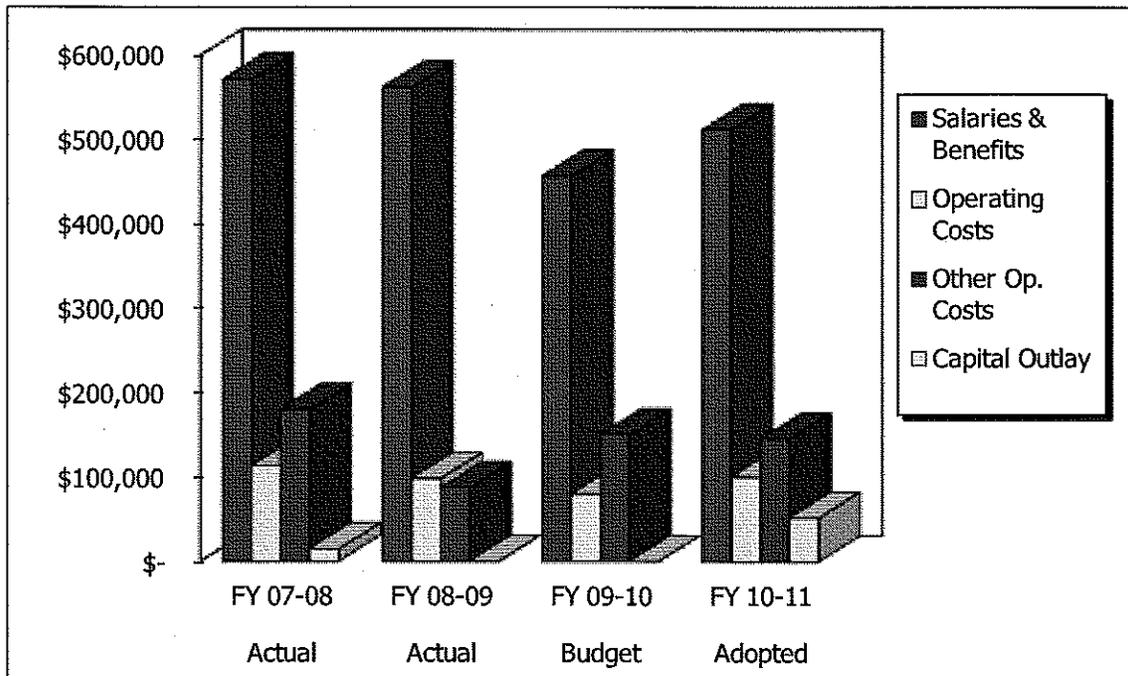
**2010-2011 BUDGET HIGHLIGHTS**

There were no significant changes from last year's budget due to new requests. (See Trend Analysis for an explanation of other charges.)

**DEPARTMENTAL SUMMARY**

	Actual FY 07-08	Actual FY 08-09	Budget FY 09-10	Adopted FY 10-11
<b>Revenue</b>				
Overhead Allocation	\$ -	\$ -	\$ 95,257	\$ 113,622
<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>95,257</b>	<b>113,622</b>
<b>Expenditures</b>				
Salaries & Benefits	571,372	561,835	457,146	511,863
Operating Costs	112,936	97,954	79,765	100,163
Other Op. Costs	180,093	87,223	150,639	145,398
Capital Outlay	14,425	-	-	51,667
<b>Total Expenditures</b>	<b>878,826</b>	<b>747,012</b>	<b>687,550</b>	<b>809,091</b>
Revenue over (under) Expenditures	\$ (878,826)	\$(747,012)	\$ (592,293)	\$ (695,469)
Full-Time Employees	13	15	9	10

**TREND ANALYSIS**



Increases of \$40,303 in the FY 07-08 budget are due to cost of living adjustments (2.5%), employee merit raises, and the mid-year implementation of the new pay plan. Decreases of \$9,537 for FY 08-09 budget are a result of normal fluctuations in salaries and benefits. Decreases of \$104,689 in the FY 09-10 budget are due to the reorganization of Buildings and Grounds to the Facilities Maintenance Division, as well as no merit pay increases being approved by Council. The

landscaping portion of the Buildings and Grounds division was transferred to Recreation Parks Maintenance. The FY 10-11 budget for Salaries and Benefits includes an increase of \$54,717. This increase includes the required State Retirement contribution of an additional 1.63% for all non-law enforcement employees. We received notification from the State Retirement system that this increase was due to investment losses sustained by the fund during 2008. With the City's renewal of health and dental insurance, we have included a 10% increase for dental coverage and a 7% increase for health coverage. The majority of the increase in Salaries and benefits for FY10-11 is related to a 4% salary adjustment for employees. Employees have not received a cost of living increase nor a performance based increase since FY 08-09.

Increases of \$8,261 in the FY 07-08 budget Operating Costs are mostly due to increases in departmental supplies, insurance, training, vehicle maintenance costs, fuel, and uniform expenses. Decreases of \$14,982 for FY 08-09 budget are due to decreases in vehicle maintenance and fuel charges. Decreases of \$18,189 in the FY 09-10 budget are primarily due to the transfer of supplies used in landscaping to the Recreation Department. Increases of \$20,398 for FY 10-11 budget are primarily due to increases in department supplies.

Increases of \$38,720 in the FY 07-08 Other Operating Costs are partly due to increased internal service fund allocations for Information Technology Services, and increases in contracted professional services for additional maintenance of City land areas such as litter pick up and increased mowing of the right of ways and along state highways. Decreases of \$92,870 in the FY 08-09 budget are due to decreases in Contracted Professional Services for cleaning services, and the transfer of mowing contracts to the Recreation Department. Increases in the FY 09-10 budget are due to funding for deferred building maintenance and rehabilitation. There were no significant changes for the FY 10-11 budget.

Decreases of \$143,222 in the FY 07-08 Capital Outlay budget are due to the replacement of a mower. Decreases of \$18,000 in the FY 08-09 budget are due to no equipment being requested. There is no significant change in the FY 09-10 or FY 10-11 budget.

### **FY 09-10 ACCOMPLISHMENTS**

- Began the Bulk purchasing of HVAC Air Filters
- Conducted Asbestos evaluations on 7 facilities
- Completed 1,396 Work Order Requests
- Completed Police Departments work request for the conversion of a Mobil Command Vehicle, contributing 616.5 man-hours for a savings of \$10,640.
- City of Jacksonville received an ARRA stimulus grant for \$781,600 for the application of the Energy, Efficiency and Conservation Strategic Plan.
- Sign Technician position and responsibilities were moved to Streets Division.
- Building Revitalization Funds provided;
  - FMS provided \$7,800 in financial assistance to Recreation Department in the emergency replacement of a HVAC unit on Jack Amyette Recreation Center
  - Northwoods Community Center – Painted interior – Upgraded water meter to accept low flush toilets – Replaced toilets with low flush units
  - Northeast Creek Park – Painted shelters and replaced the roofs on Picnic Shelters 1 & 2
  - Wilson Bay Park – Painted and replaced roof
  - Installed Test Occupancy Sensors – City Hall, break room and storage room, Public Services Complex restroom and office, Wilson Bay Men & Women Park rest rooms.

- Painted restroom interiors and floors at Wilson Bay Park and Commons
- Replaced damage garage door on Parks Maintenance equipment building with roll up door
- Fleet Maintenance – replaced and installed all fourteen overhead garage doors insulators reducing heat loss and increasing heating efficiency by 50%

**PERFORMANCE MEASURES**

	<b><u>Target</u></b>	<b><u>FY 08-09 Actual</u></b>	<b><u>Jul 09 – Mar 10 Actual</u></b>
All employees attend classes to receive advanced specialty training.	100%	20%	85%
Staff to enter work order status within 24 hours.	95%	100%	100%
Respond to Customer Work Orders within 5 business days.	100%	75%	100%
Conduct yearly comprehensive preventive maintenance and condition survey of City owned buildings.	50%	100%	N/A
Respond to damaged street signs within 12 hours. (Sign Technician moved to Streets Division, Oct 2009)	100%	50%	N/A

## **STREETS POWELL BILL DIVISION**

**Fund:** General

**Function:** Public Works

### **MISSION**

*To provide the most cost effective maintenance for streets, sidewalks and stormwater in an environmentally friendly way while maintaining technical proficiency and superior customer service to the citizens of Jacksonville.*

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### **GOALS FOR FY 10-11**

The Streets Division's goals support the City Council's goals by supporting the development of plans to ensure adequate City services as the City grows. The Division short-term goals for the coming year are as follows:

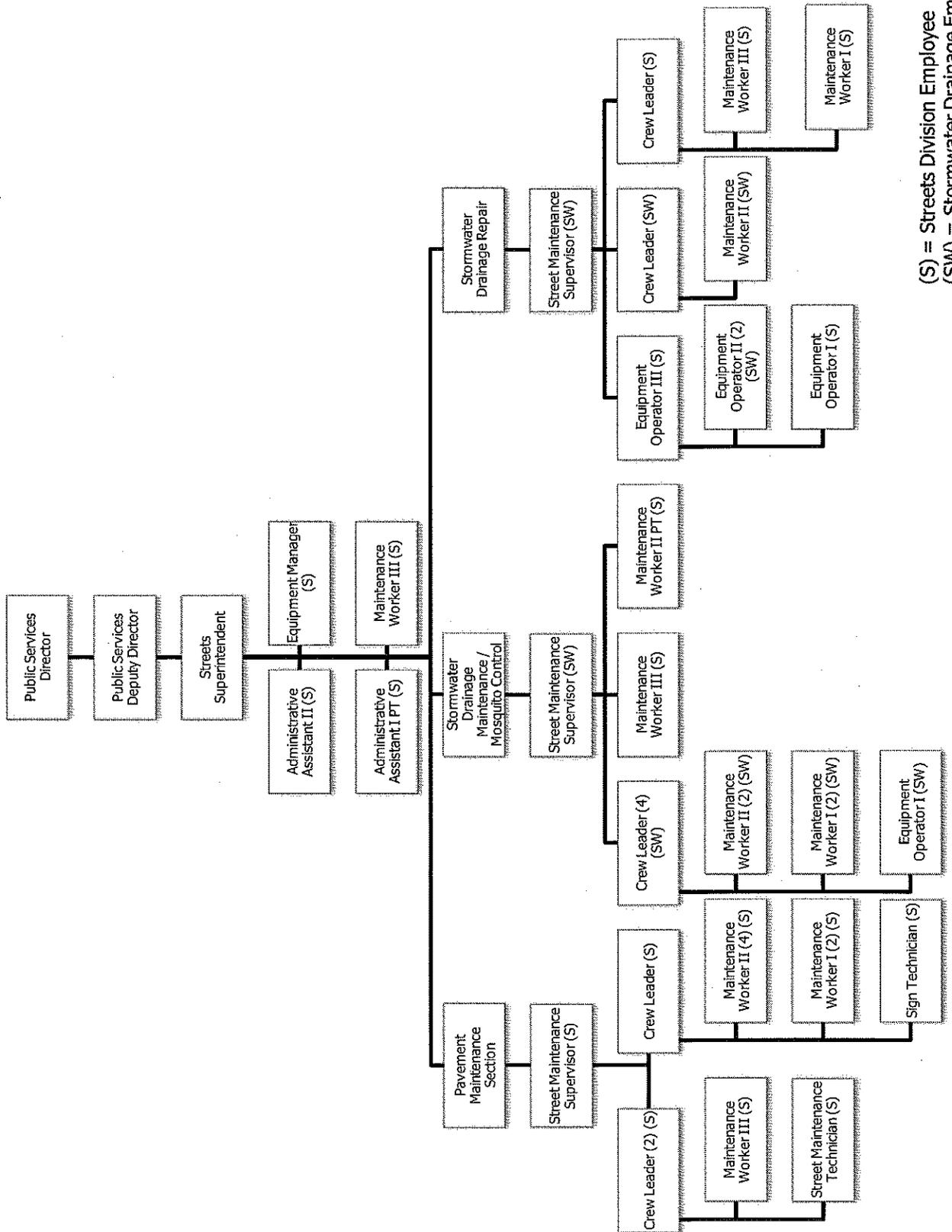
1. Manage a pavement maintenance program including crack sealing, skin patching, full depth patching and short overlays that will provide for safe travel on City roadways.
  2. Provide an effective maintenance and repair program for sidewalk repair.
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***Narrative.*** The Streets Division is composed of two sections:

**Administration** – Provides managerial and administrative support by processing work orders, collecting data for reports, updating records, maintaining personnel and records files and any special projects that may be assigned. In performing these responsibilities the Division must research and study new equipment, write new equipment specifications, and collect data for reports and records involving periodic Management Reports. This division also compiles fiscal information for budget preparation.

**Streets Operations** – Responsible for customer service requests, routine pavement maintenance, emergency repairs, technical support for traffic control, natural and man-made hazards. This section's primary mission is to maintain all streets in a safe and reliable condition. This section is also responsible for maintenance of vehicles and equipment as well as the mosquito control program.

# Public Services / Streets Division



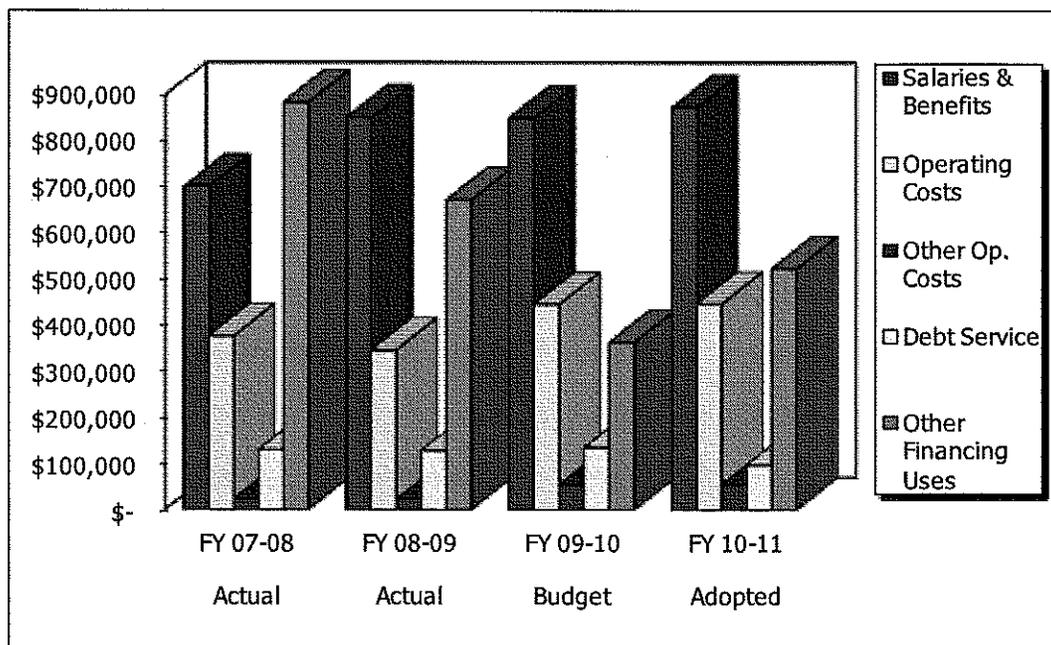
(S) = Streets Division Employee  
(SW) = Stormwater Drainage Employee

**2010-2011 BUDGET HIGHLIGHTS**

Increases in the FY 10-11 expenditures are due to an increase in anticipated Powell Bill Street Aid funding.

**DEPARTMENTAL SUMMARY**

	Actual FY 07-08	Actual FY 08-09	Budget FY 09-10	Adopted FY 10-11
<b>Revenue</b>				
Powell Bill Street Aid	\$ 2,137,278	\$1,967,833	\$ 1,826,139	\$ 1,718,657
Powell Bill Equip Use Allw	34,658	20,134	30,000	30,000
Program Income Powell Bill	4,000	12,000	-	-
Powell Bill Installment Purch	-	272,542	23,181	-
Sale of Powell Bill Assets	4,510	14,333	15,000	-
Utility Patching	38,835	25,209	22,000	25,000
<b>Total Revenue</b>	<b>2,219,281</b>	<b>2,312,051</b>	<b>1,916,320</b>	<b>1,773,657</b>
<b>Expenditures</b>				
Salaries & Benefits	701,191	850,267	849,674	873,169
Operating Costs	376,863	345,846	445,952	446,913
Other Op. Costs	24,526	22,631	55,675	55,675
Debt Service	129,845	127,460	134,532	97,665
Other Financing Uses	884,139	671,855	363,391	523,413
<b>Total Expenditures</b>	<b>2,116,564</b>	<b>2,018,059</b>	<b>1,849,224</b>	<b>1,996,835</b>
Revenue over (under) Expenditures	\$ 102,717	\$ 293,992	\$ 67,096	\$ (223,178)

**TREND ANALYSIS**

Increases of \$122,916 in the FY 07-08 Salaries and Benefits budget are due to cost of living adjustments (2.5%), employee merit raises, and the mid-year implementation of the new pay plan.

Increases of \$149,076 in the FY 08-09 budget are due to the cost of implementing a full year of the Pay Plan. There were no significant changes for the FY 09-10 budget. The FY 10-11 budget for Salaries and benefits includes an increase of \$23,495. This increase includes the required State Retirement contribution of an additional 1.63% for all non-law enforcement employees. We received notification from the State Retirement system that this increase was due to investment losses sustained by the fund during 2008. With the City's renewal of health and dental insurance, we have included a 10% increase for dental coverage and a 7% increase for health coverage. The majority of the increase in Salaries and benefits for FY10-11 is related to a 4% salary adjustment for employees. Employees have not received a cost of living increase nor a performance based increase since FY 08-09.

Increases of \$34,152 in the FY 07-08 Operating Costs budget are due to increases in vehicle maintenance charges and fuel increases. Decreases in the FY 08-09 budget of \$31,017 include decreases in maintenance charges. Increases of \$100,106 for FY 09-10 are due to increases in maintenance and fuel charges. There were no significant changes for FY 10-11 budget.

There were no significant changes to other operational costs for the FY 08-09 budget. Increases of \$33,044 in the FY 09-10 budget were due to an increase in street maintenance charges as well as an increase in contracted professional services. There were no significant changes for FY 10-11 budget.

Decreases of \$491,983 in the FY 07-08 Other Financing Uses budget is due to the reduction of the transfer to the Street Improvements Project since the majority of the available funding was transferred in FY 06-07. Decreases of \$212,284 in the FY 08-09 budget is due to the reduced amount of Powell Bill Street Aid the City received in FY 2009. Decreases of \$308,464 in the FY 09-10 approved budget is due to the further reduction of anticipated revenue the City will receive from the Powell Bill Street Aid program. Increases of \$160,022 in the FY 10-11 budget are due to the anticipated increase in Powell Bill Street Aid funding.

### **FY 09-10 ACCOMPLISHMENTS**

- The Streets Division is responsible for maintaining 147.13 linear miles of City streets during budget year FY 09-10. (This is a 4.29 increase in linear miles over previous year).
- Replaced 263 tons of hot asphalt and 196 tons of cold patch asphalt (73 ton decrease of hot asphalt and 162 tons increase of cold patch).
- Repaired 500 linear feet of Curb & Gutter (105 LF decrease from previous year).
- Replaced 400 linear feet of sidewalk (194 feet decrease of sidewalk repairs from previous year).
- Repaired over 1,000 potholes (This amount is an average annual number).
- Processed 179 Work Orders (Small increase of 5 work orders from previous year).
- Mowed 32 Acres of Grass within our Streets Right-of-Way (No change in Mowing responsibilities).
- Contracted Work:
  - Asphalt Overlays 5,640 Square Yards
  - Curb & Gutter Replacement 1,080 Linear Feet
  - Sidewalk Replacement 2,000 Linear Feet

**PERFORMANCE MEASURES**

	<b><u>Target</u></b>	<b><u>FY 08-09 Actual</u></b>	<b><u>Jul 09- Mar 10 Actual</u></b>
Respond to all Customer Service Requests	100%	100%	100%
Provide pavement maintenance to all streets rated below 25%	100%	100%	100%
Annual Certification for all employees,(Inmate Supervisory (22), First Aid/CPR (21), CDL's (11), and Pesticide (7), Certifications)	Annually or As Required	100%	100%
Recordable injury rate does not exceed target rate	3 or less	2	3

## **STREETS NON-POWELL BILL DIVISION**

**Fund:** General

**Function:** Public Works

### **MISSION**

*To provide the most cost effective maintenance for streets, sidewalks and stormwater in an environmentally friendly way while maintaining technical proficiency and superior customer service to the citizens of Jacksonville.*

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### **GOALS FOR FY 10-11**

The Streets Division's goals support the City Council's goals by supporting the development of plans to ensure adequate City services as the City grows. The Division's short-term goals for the coming year are as follows:

1. Manage a pavement maintenance program including crack sealing, skin patching, full depth patching and short overlays that will provide for safe travel on City roadways.
  2. Provide an effective maintenance and repair program for sidewalk repair.
- 
- 

***Narrative.*** The Streets Division is composed of two sections:

**Administration** – Provides managerial and administrative support by processing work orders, collecting data for reports, updating records, maintaining personnel and records files and any special projects that may be assigned. In performing these responsibilities the Division must research and study new equipment, write new equipment specifications, and collect data for reports and records involving periodic Management Reports. This division also compiles fiscal information for budget preparation.

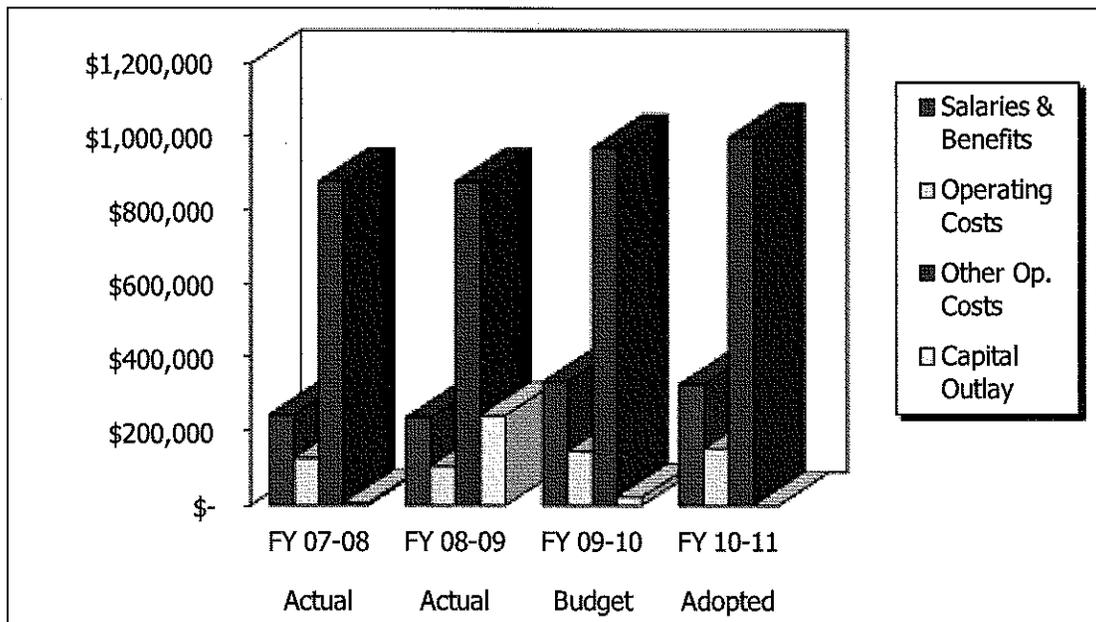
**Streets Operations** – Responsible for customer service requests, routine pavement maintenance, emergency repairs, technical support for traffic control, natural and man-made hazards. This section's primary mission is to maintain all streets in a safe and reliable condition. This section is also responsible for maintenance of vehicles and equipment. The mosquito control program also falls under this section.

### **2010-2011 BUDGET HIGHLIGHTS**

There were no significant changes from last year's budget due to new requests. (See Trend Analysis for an explanation of other charges.)

**DEPARTMENTAL SUMMARY**

	Actual FY 07-08	Actual FY 08-09	Budget FY 09-10	Adopted FY 10-11
<b>Revenue</b>				
Overhead Allocation	\$ 40,599	\$ 53,820	\$ 55,390	\$ 47,160
<b>Total Revenue</b>	<b>40,599</b>	<b>53,820</b>	<b>55,390</b>	<b>47,160</b>
<b>Expenditures</b>				
Salaries & Benefits	246,331	237,993	336,279	329,573
Operating Costs	128,352	106,087	147,119	154,459
Other Op. Costs	880,321	878,855	970,881	1,000,765
Capital Outlay	5,897	244,643	23,181	0
<b>Total Expenditures</b>	<b>1,260,901</b>	<b>1,467,578</b>	<b>1,477,460</b>	<b>1,484,797</b>
Revenue over (under) Expenditures	\$(1,220,302)	\$(1,413,758)	\$(1,422,070)	\$(1,437,637)
Full-Time Employees	22	22	23	23

**TREND ANALYSIS**

Decreases of \$32,329 in the FY 07-08 budget in Salaries and Benefits are mainly due to the allocation of expenses based on the percentage of Powell Bill eligible expenses. There were no significant changes for the FY 08-09 budget. Increases of \$98,286 in the FY 09-10 budget are due to normal increases in salaries and benefits such as worker's compensation premiums and health insurance. There were no significant changes for the FY 10-11 budget.

Decreases of \$18,882 in the FY 07-08 budget in Operating Costs are mostly due to reductions in department specific contracts and infrastructure expenses. Decreases of \$22,265 in the FY 08-09

budget are due to decreases in department supplies, fuel charges, and infrastructure. Increases of \$38,032 are due to increases in fuel charges and department supplies. Increases of \$8,256 for FY 10-11 budget are due to increases in department supplies, insurance and bonds, and fuel charges.

Increases of \$329,325 in the FY 07-08 budget are due to the movement of the expenses for the electric bills for street lights to Streets from Engineering. There were no significant changes for the FY 08-09 budget. Increases of \$92,026 in the FY 09-10 budget are due to increases in street lighting and increased ITS Allocation charges. Increases of \$29,884 in the FY 10-11 budget are due to increases in street lighting, ITS Allocation, and charges for electricity.

Overhead Allocation is the allocation of time the Streets Department supports the Stormwater Fund by providing administrative and managerial support.

Decreases in Capital Outlay for the FY 07-08 budget are due to the recommended Power Grip bucket attachment for an existing excavator, \$5,897. Increases of \$238,746 in the FY 08-09 budget are due to the recommended replacement of two pickups, the replacement of a farm tractor, and the replacement of an extra large tractor. In addition an Asphalt Zipper was included in the FY 08-09 budget. Capital Outlay in FY 09-10 consists of the purchase of a replacement pickup truck in the amount of \$23,181. There were no significant changes to the FY 10-11 budget for Capital Outlay.

### FY 09-10 ACCOMPLISHMENTS

- Operated a Mosquito Control Program consisting of larvacide during the early spring and continuing through the summer with scheduled spraying of City neighborhoods to reduce the population of adult mosquitoes.
- Established a Mosquito Control Contract for State Aid for which the City received funding in the amount of \$14,630.

### PERFORMANCE MEASURES

	<u>Target</u>	<u>FY 08-09 Actual</u>	<u>Jul 09- Mar 10 Actual</u>
Respond to all Customer Service Requests	100%	100%	100%
Annual Certification for all employees (Inmate Supervisory, First Aid/CPR, Pesticide License)	Annually or As Required	100%	100%
Recordable injury rate does not exceed target rate	3 or less	0	0

# **PUBLIC SERVICES**

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**This section includes the following Public Services Water and Sewer Fund functions:**

- **Public Utilities**
  - **Nondepartmental**
  - **Administration**
  - **Engineering & Construction**
  - **Water Supply**
  - **Metering (Finance Dept)**
  - **Utilities Maintenance**
  - **Wastewater Treatment**

## WATER/SEWER NONDEPARTMENTAL

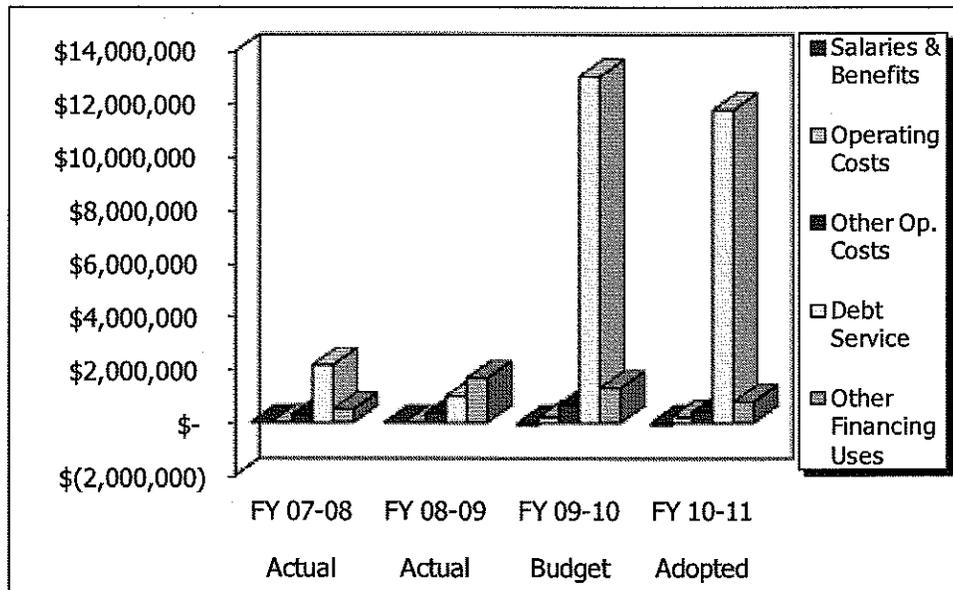
**Fund:** Water/Sewer

**Function:** Water and Sewer

### DEPARTMENTAL SUMMARY

	Actual FY 07-08	Actual FY 08-09	Budget FY 09-10	Adopted FY 10-11
<b>Expenditures</b>				
Salaries & Benefits	\$ -	\$ 4,387	\$ (90,553)	\$ (99,346)
Operating Costs	18,066	9,627	205,000	211,600
Other Op. Costs	294,639	344,964	678,467	411,825
Debt Service	2,160,748	993,257	13,053,298	11,784,135
Other Financing Uses	490,000	1,675,463	1,301,880	783,000
<b>Total Expenditures</b>	<b>\$ 2,963,453</b>	<b>\$ 3,027,698</b>	<b>\$ 15,148,092</b>	<b>\$ 13,091,214</b>

### TREND ANALYSIS



Salaries and benefits have historically been budgeted in Non-Departmental for the whole fund and are distributed to the divisions as salary adjustments such as merit raises, cost of living adjustments, and work performance awards. In the FY 08-09 Budget, there is a 1% increase in the 401K contribution which brings it to 2% of base salaries. The increase of \$4,387 represents the undistributed 401K and work performance award budgets. The decrease of \$90,553 in the FY 09-10 budget is due to the anticipated salary savings based on historical trends of personnel vacancy and attrition. There were no significant changes for the FY 10-11.

Decreases of \$41,342 in FY 07-08 Operating Expenses are primarily due to changes in the inventory over/short account. Increases of \$9,627 in the FY 08-09 budget are primarily due to budgeted Contingency. The increases of \$195,373 for the FY 09-10 budget is due mainly to an increase in Contingency funds. The Contingency funding covers unanticipated expenses. Funds are transferred from contingency to the appropriate operating line as the need arises; there are no actual expenses posted to contingency. There were no significant changes for the FY 10-11 budget.

Increases of \$50,325 in the FY 08-09 budget are due to an anticipated increase in the amount required to pay ONWASA for the utility bills in Sunset Acres and Country Club as well as an increase in Contracted Professional Services. Increase of \$333,503 in the FY 09-10 budget are due to increases in payments in ONWASA, amount reserved for insurance deductible, and also an increase in Contracted Professional Services. A decrease of \$266,642 for the FY 10-11 budget is due to a decrease in anticipated Contracted Professional Services.

Increases of \$8,700,776 in the FY 08-09 budget in Debt Service are due to the anticipated borrowing that is budgeted, but may not occur during the fiscal year. In addition, all debt payments for the Water and Sewer Fund are recorded as expenses, but the principal retirements account is used to record the principal payments of the outstanding loans and used to offset the liability at year end. This account is zeroed out at year end. Increases of \$12,060,041 were present in the FY 09-10 budget. In addition, for FY 10-11 there is a decrease of \$1,269,163.

Transfers to other funds may vary widely from year to year depending on which projects are approved by Council. The FY 09-10 budget for transfers is decreased by \$373,583 from the previous year. The decrease in transfers for FY 10-11 is \$518,880.

## **PUBLIC SERVICES ADMINISTRATION**

**Fund:** Water/Sewer

**Function:** Water and Sewer

### **MISSION**

*To supply direction and limited administrative support to all divisions of Public Services in order to provide the most cost effective water, wastewater, sanitation, streets maintenance, facilities maintenance and stormwater management in an environmentally responsible manner.*

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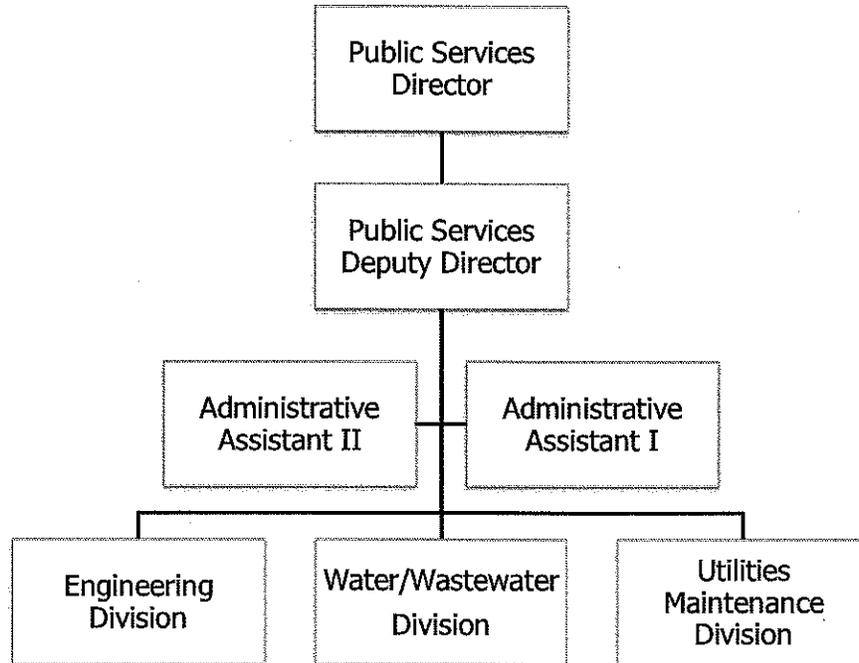
### **GOALS FOR FY 10-11**

The Public Services Administration Division's goals support the City Council's goals by supporting the development of plans to ensure adequate City services as the City grows. The Division short-term goals for the coming year are as follows:

1. Provide resource management to divisions for delivery of effective and efficient public services.
  2. Maintain a qualified and dedicated staff for providing asset management, operations, and maintenance to City infrastructure systems.
  3. Provide technical support and direction to other departments and City Council.
  4. To ensure that services and projects provided by department are compliant with Federal, State and Local rules and regulations.
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***Narrative.*** The Administration Division provides the leadership, oversight, analysis, fiscal responsibility and strategic planning for the Streets, Sanitation, Buildings & Grounds, Water Quality, Engineering, Water Supply, Wastewater Treatment, and Utilities Maintenance, divisions within the Public Services Department. The division is responsible for ensuring that each division of the department is provided the resources and information necessary to attain their goals and objectives; provides departmental budget administration; handles customer complaints and questions; resolves personnel matters; and responds to special projects or tasks that may be assigned to the department.

## Public Services Administration – Water/Sewer Fund



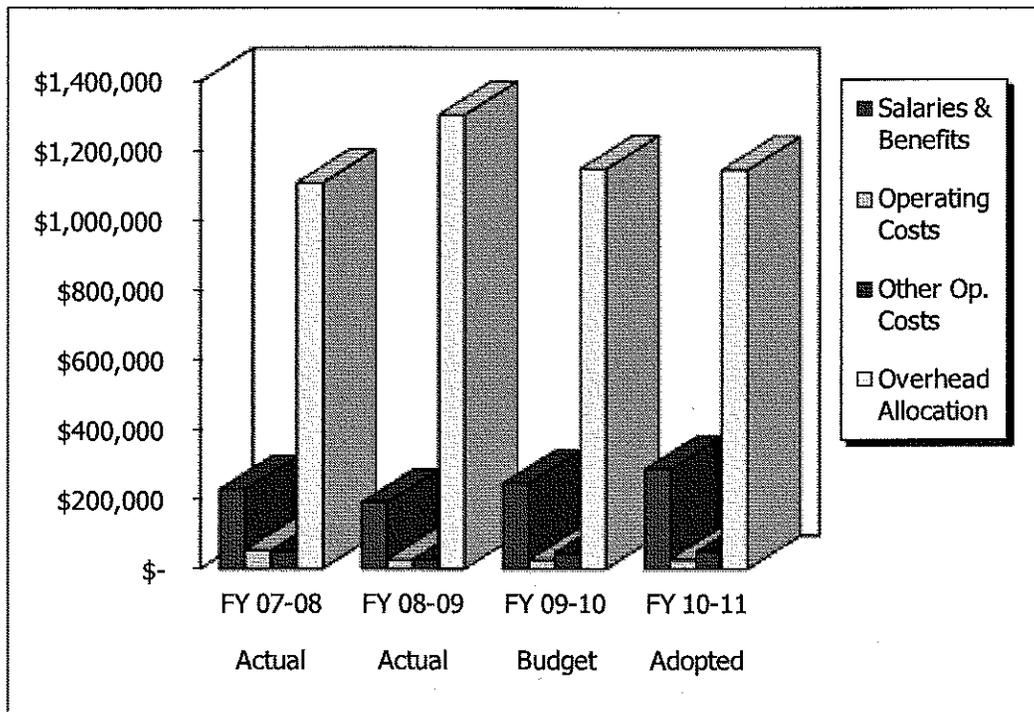
### 2010-2011 BUDGET HIGHLIGHTS

There were no significant changes from last year's budget due to new requests. (See Trend Analysis for an explanation of other changes.)

### DIVISION SUMMARY

	Actual FY 07-08	Actual FY 08-09	Budget FY 09-10	Adopted FY 10-11
<b>Expenditures</b>				
Salaries & Benefits	\$ 228,477	\$ 190,251	\$ 245,833	\$ 286,343
Operating Costs	52,505	24,772	24,675	27,319
Other Op. Costs	49,000	25,971	45,693	48,443
Overhead Allocation	1,108,921	1,303,973	1,148,906	1,146,580
Capital Outlay	-	-	-	22,666
<b>Total Expenditures</b>	<b>\$ 1,438,903</b>	<b>\$ 1,544,967</b>	<b>\$ 1,465,107</b>	<b>\$ 1,531,351</b>
<b>Full-Time Employees</b>	<b>3.6</b>	<b>2.6</b>	<b>1.6</b>	<b>3.6</b>

## TREND ANALYSIS



Increases of \$13,739 in FY 07-08 in Salaries and Benefits were a result of cost of living adjustments (2.5%), employee merit raises, increases in health insurance, compensatory time, and the mid-year implementation of the pay plan. Decreases of \$18,092 in the FY 08-09 budget are due to the vacancy of the Deputy Director position, the loss of compensatory time, and the restructuring of the division which moved an Administrative Assistant to the Engineering Division. Increases of \$34,248 in the FY 09-10 budget are mainly due to the Deputy Director position being filled for the full year. The FY 10-11 budget for Salaries and benefits includes an increase of \$40,510. This increase includes the required State Retirement contribution of an additional 1.63% for all non-law enforcement employees. We received notification from the State Retirement system that this increase was due to investment losses sustained by the fund during 2008. With the City's renewal of health and dental insurance, we have included a 10% increase for dental coverage and a 7% increase for health coverage. The majority of the increase in Salaries and benefits for FY10-11 is related to a recommendation for a 4% salary adjustment for employees. Employees have not received a cost of living increase nor a performance based increase since FY 08-09.

Increases of \$26,369 in the FY 07-08 budget in Operating Costs are mostly due to increases in the annual contracts for the annual financial audit, increases in training and higher costs due to the division's move into new offices and the associated increase in City Hall Maintenance charges. Decreases of \$22,888 in the FY 08-09 are due to the Audit contract being moved to the Finance Department budget, and decreases in approved training. Decreases of \$3,742 in the FY 09-10 budget are due to decreases in City Hall Maintenance charges, fleet maintenance charges and departmental supplies. An increase of \$2,644 in the FY 10-11 budget is due to a combination of increases in city hall maintenance fees, fleet charges, insurance and bonds, and employee training.

Other Operating Costs include internal service fund allocations. Variations from year to year are dependent on the budget for Information Technology Services, rising and falling as the ITS budget increases or decreases. The result is an increase of \$17,034 in FY 07-08, a decrease of

\$9,815 in FY 08-09, and an increase of \$6,508 in the FY 09-10 budget. The \$2,750 increase was due to an increase in ITS Allocation.

The increase of \$22,666 in Capital Outlay for FY 10-11 budget is due to a vehicle replacement.

Changes in the Overhead Allocation are due to the allocation of time the General Fund supports the Water and Sewer fund; the significant increase in the amount is due to the greater percentage of time dedicated to supporting the water and sewer functions, including billing, collections, and administrative support.

## PERFORMANCE MEASURES AND WORKLOAD INDICATORS

### Performance Measures

	<u>Target</u>	<u>FY 08-09 Actual</u>	<u>Jul 09- Mar 10 Actual</u>
Percent of citizen inquiries answered immediately	100%	60%	80%
Percent of repeat service calls	<5%	<3%	<3%
Percent of employee turnover	<10%	0%	0%
Percent of annual performance appraisals of division managers conducted on time	100%	0%	90%
Number of Departmental Divisions achieving at least 95% of their performance objectives	4	3	3
Number of violation notices received against any division of the departments	0	0	0

### Workload Indicators

	<u>Target</u>	<u>FY 08-09 Actual</u>	<u>Jul 09- Mar 10 Actual</u>
Number of Consumer Confidence Reports (CCR) distributed to water customers	14,500	20,000	NA

NA - Data not available

## **ENGINEERING DIVISION**

**Fund:** Water/Sewer

**Function:** Water and Sewer

### **MISSION**

*To provide the City and citizens of Jacksonville with quality, cost effective amenities, infrastructure, and buildings in a safe and timely manner.*

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### **GOALS FOR FY 10-11**

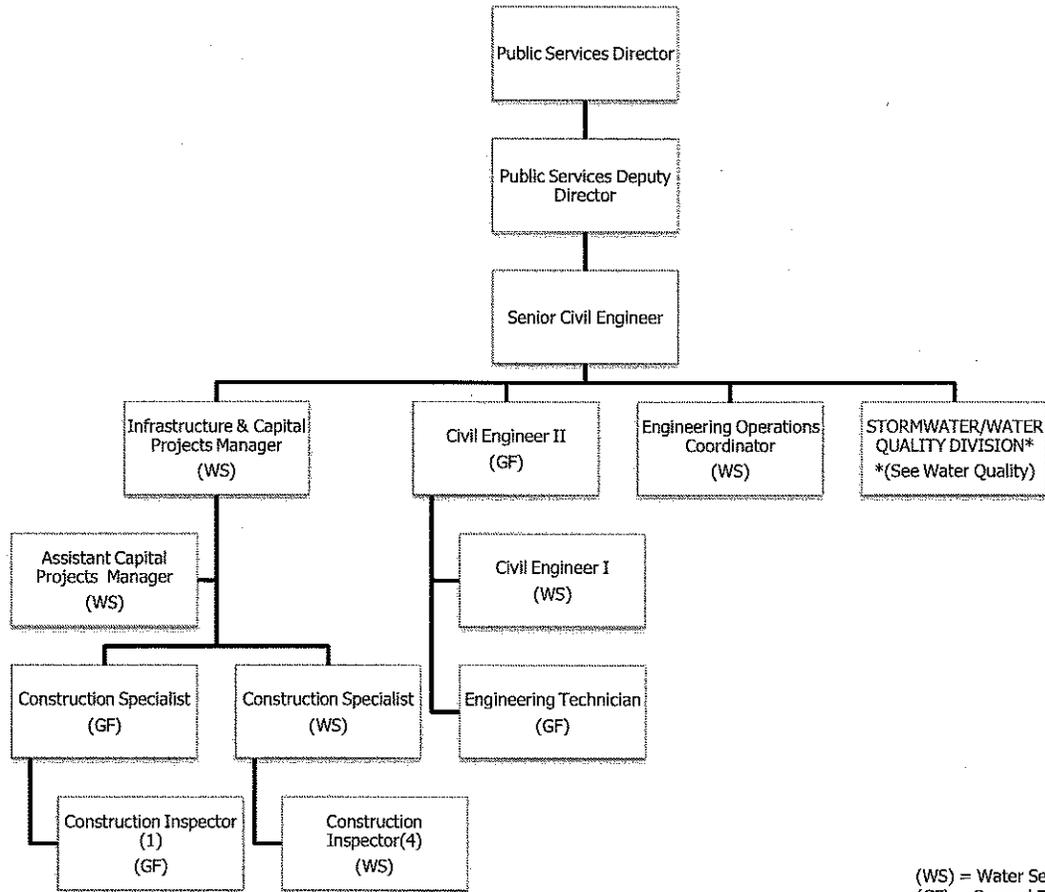
The Engineering Division's goals support the City Council's goals by supporting the development of plans to ensure adequate City services as the City grows and the development of plans to construct and maintain adequate infrastructure. The Division will strive to reduce long-term operations and maintenance costs by improving, replacing, and expanding public buildings and infrastructure through the following short-term goals for the coming year:

1. Plan, design and facilitate the construction of capital projects, identified for the fiscal year 2011 Capital Improvement Plan, for the betterment of the citizens of Jacksonville.
2. Provide technical and project management support to other City departments consistent with the highest standards of professional conduct.
3. Ensure quality infrastructure construction through development review and on-site inspections.
4. Identify opportunities to upgrade water and sewer infrastructure through repair or replacement to support infill and redevelopment.

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**Narrative.** The Engineering Division's purpose is twofold: 1) to provide technical knowledge and assistance necessary to ensure successful project completion of publically funded construction projects; and 2) to ensure that infrastructure constructed as part of private development projects for dedication to the City is built in a manner consistent City requirements and standard of quality. Engineering supports client departments and divisions involved in public projects by rendering planning, design, construction administration/observation, and project management services. Specifically, Engineering coordinates with the client department and divisions throughout the project implementation process for facility projects such as maintenance buildings, police stations and fire stations. Engineering is also responsible for the implementation of infrastructure improvements projects such as sidewalks, street rehabilitations, water and sewer rehabilitations, sewer pump station upgrades, wastewater treatment system upgrades/expansions and water well construction. The Division's efforts in regards to private development include review of development proposals and plans along with on-site inspection of infrastructure and appurtenances that are to be dedicated to the City. Engineering also administers the Floodplain Management Program, the Erosion and Sedimentation Control Program, and the City's design and construction standards otherwise known as the *Manual of Specifications, Standards and Design*.

# Public Services / Engineering Division



(WS) = Water Sewer Fund Employee  
(GF) = General Fund Employee

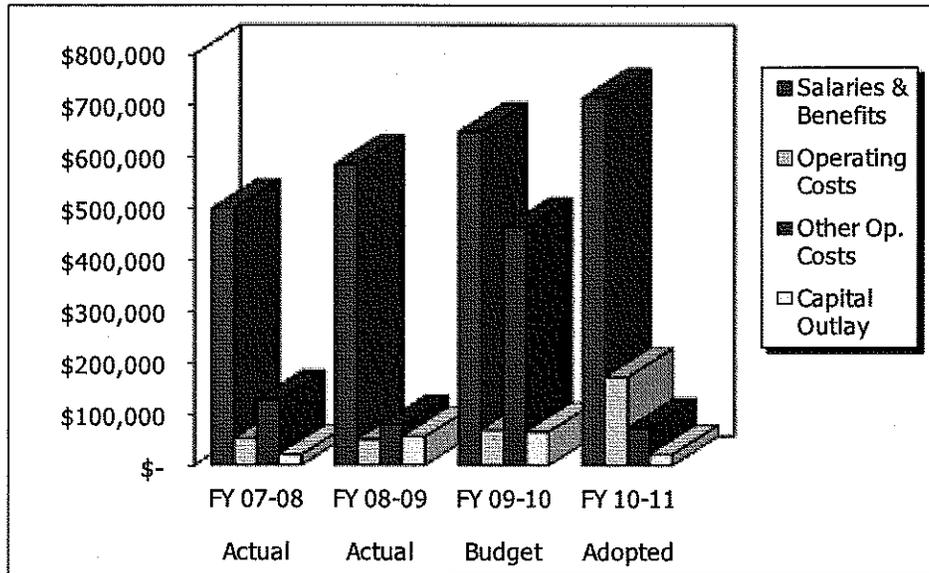
## 2010-2011 BUDGET HIGHLIGHTS

Funding represents a \$263,745 decrease relative to the FY 09-10 budget. The budget includes an increase of \$71,685 in Salaries & Benefits primarily due to reclassification of an existing administrative position to the position of Engineering Operations Coordinator that is expected to be filled near the end of FY 09-10.

## DEPARTMENTAL SUMMARY

	Actual FY 07-08	Actual FY 08-09	Budget FY 09-10	Adopted FY 10-11
<b>Expenditures</b>				
Salaries & Benefits	\$ 500,034	\$ 586,119	\$ 649,532	\$ 716,193
Operating Costs	51,842	50,047	69,176	172,161
Other Op. Costs	126,896	78,751	463,496	73,249
Capital Outlay	20,462	55,825	65,576	21,636
<b>Total Expenditures</b>	<b>\$ 699,234</b>	<b>\$ 770,742</b>	<b>\$ 1,247,780</b>	<b>\$ 983,239</b>
<b>Full-Time Employees</b>	<b>8.6</b>	<b>10.1</b>	<b>11.1</b>	<b>10.6</b>

## TREND ANALYSIS



An increase of \$86,085 in actual expenditures for FY 08-09 Salaries and Benefits over those for FY 07-08 was due to the addition of a Construction Inspector, reorganization resulting in an Administrative Assistant being moved from Public Services Administration to that portion of Engineering funded by the Water/Sewer Fund, and the implementation of a full year of the Pay Plan. The increase of \$63,413 in the FY 09-10 budget was made in anticipation of the Division operating with all positions filled. Such operation had not been the case prior to December 2008. The FY10-11 budget increase of \$66,661 is primarily due to reclassification of an existing administrative position to the position of Engineering Operations Coordinator that is expected to be filled near the end of FY 09-10. This increase also includes the required State Retirement contribution of an additional 1.63% for all non-law enforcement employees. We received notification from the State Retirement system that this increase was due to investment losses sustained by the fund during 2008. With the City's renewal of health and dental insurance, we have included a 10% increase for dental coverage and a 7% increase for health coverage. The majority of the increase in Salaries and benefits for FY10-11 is related to a recommendation for a 4% salary adjustment for employees. Employees have not received a cost of living increase nor a performance based increase since FY 08-09.

Actual Operating Costs were essentially stable from FY 07-08 through FY 08-09. The increase of \$19,129 in the FY 09-10 budget over the actual Operating Costs for FY 08-09 was primarily due to \$4,204 more for vehicle fuel and \$8,883 more for employee training. The FY 10-11 budget increase of \$102,985 in Operating Costs is mostly due to the addition of a new Unanticipated account (\$95,500) that replaces the unanticipated Contracted Professional Services. This latter account was formerly part of Other Operating Costs.

The decrease of \$48,145 in actual Other Operating Costs from FY 07-08 to FY 08-09 was due to reduction in information technology equipment and non-capital software cost. The increase of \$384,745 in the FY 09-10 budget is primarily due to the inclusion of \$250,000 for planning and engineering services relative to the Sewer Service Area Master Plan (SSAMP) as well as, \$87,271 for unanticipated professional services above that expended for such services in FY 08-09. The budget decrease of \$390,247 for FY 10-11 is primarily due to the deletion of the funds from the unanticipated Contracted Professional Services account which was budgeted at \$380,623 in FY 09-10 in favor of an Unanticipated account within Operating Costs budgeted at \$95,500.

The increase of \$35,363 in Actual Capital Outlay from FY 07-08 to FY 08-09 was primarily due to the scheduled lifecycle replacement of two vehicles and the purchase of a four-wheel drive truck shared by five in-office staff members for site visits. The FY 09-10 budget reflects an increase of \$9,751 over the FY 08-09 Actual Capital Outlay. This net increase is the result of an overall decrease in expenditures for new and replacement vehicles in FY 09-10 plus the planned purchase of sewer collection system modeling software at \$46,000. Purchase of this software is key to achieving the goal of enhancing sewer collection system planning capabilities. The FY 10-11 budget decrease of \$43,940 is largely due to an overall decrease in expenditures for new and replacement vehicles and a reduction in planned software purchases.

### **FY 09-10 ACCOMPLISHMENTS**

- **Land Treatment Expansion:** The project to upgrade and expand the existing Land Treatment Site located off Firetower Road and the Main Pump Station at U.S. Route 17 and Chaney Creek will be complete by the end of the fiscal year. Such completion will be well ahead of the September 1, 2011 deadline set in the Special Order by Consent that the City entered into with the North Carolina Department of Environment and Natural Resources. The Notice to Proceed for this work was issued to the contractor on August 6, 2008. The work consisted of the construction of a new effluent storage lagoon having a capacity of approximately 360 million gallons, the installation of 64 miles of effluent transmission piping and 13,600 sprinkler heads at a new spray irrigation fields and improvements to the Main Pump Station. The Engineering Division provided construction administration and observation services through completion of the project in conjunction with the City's consultant.
- **Water Supply and Treatment:** The many parts of this project are expected to be completed by the end of FY10 or very shortly thereafter. The Engineering Division has provided construction administration services in conjunction with the City's consultant for this project which consists the following key components:
  - Nanofiltration Water Treatment Plant – Construction of the water treatment facility began in January 2008. The work will culminate with the production of water for consumption by the public during May.
  - Castle Hayne Wells – Eight new Castle Hayne Wells have been drilled to provide additional source water for the new treatment facility. Work to bring all of these eight wells online is expected to be complete by June or July. This work includes construction of wells houses and installation interior piping, pumps, controls and related appurtenances. Additionally, Engineering is involved in negotiations to procure sites for two additional source water wells in proximity to Ramsey Road.
  - Transmission Mains – Construction of approximately 80,000 linear feet of new raw water transmission mains and 19,000 feet of concentrate line and diffuser began in August 2008. The concentrate line and diffuser were completed during FY10. Completion of the transmission mains is expected by the end FY10 or very shortly thereafter.
- **Buddy Phillips Force Main:** This project was completed during March 2010. It was made necessary by the planned NCDOT project to replace the Buddy Phillips Bridge. With its completion, the sewer force main attached to the bridge can now be removed as part of the bridge project. This is because the City's project has resulted in the redirection of wastewater generated west of the New River away from the City's Main Pump Station at US-17 and Chaney Creek directly to the Land Treatment System. The project included the construction of 7,730 linear feet of 10-inch force main, and upgrades to a number of existing sewer pump stations. The

Engineering Division was responsible for construction administration and observation through completion of the project.

- **American Recovery and Reinvestment Act (ARRA) of 2009 Funding:** The Engineering Division successfully procured \$3 million in ARRA funding during FY10 for construction of four Castle Hayne water wells and related transmission mains along with improvements and additions to the City's Supervisory Control and Data Acquisition (SCADA) system used to monitor and control the City's water wells.
- **Sewer Allocation Policy:** The Engineering Division proposed revisions to the Sewer allocation Policy that were approved by Council on March 2, 2010. This policy was prepared in anticipation of the completion of the Wastewater Land Treatment System and, thereafter, the end of the Special Order of Consent. In preparing the revisions, Engineering staff relied upon its experience in executing the prior versions of the policy, input by the Water and Sewer Advisory Board, and comments received during a development community stakeholder's meeting.
- **Sewer Service Area Master Plan:** The *Sewer Service Area Master Plan* was adopted by Council on March 29, 2009. The plan delineates reasonable boundaries for the future sewer service areas; proposes the sewer collection and transmission "backbone" needed to facilitate sewer service expansion beyond the existing collection system while making sure to consider those infrastructure additions that will promote "infill" development; recommends projects designed to provide a redundant means of transmitting wastewater to the City's Land Treatment Facility; and proposes potential treatment and disposal options to accommodate the increasing demands associated with expansions of the collection system. The Engineering Division is leading the effort to implement this plan. More specifically, the Division has recommended and obtained Council's approval for: 1) Stream modeling to determine the viability of upgrading existing treatment facilities that discharge watercourses while eliminating others; and 2) Updating the City's collection system model to incorporate the additions recommended by the Sewer Service Area Master Plan. The latter work will help determine the potential effect and cost effectiveness of the recommended Master Plan additions as they relate to the existing collection system and also aid in fine tuning sizes and capacities of the recommended collection system additions.
- **Inter-Departmental Assistance:** The Engineering Division provided assistance to other departments besides Public Services during FY 09-10. More specifically, Engineering has been/is coordinating 8 inter-departmental projects. Of these 8 projects, the Engineering Division is responsible for the actual preparation of construction plans for four projects.
- **In-House Design Efforts:** The Engineering Division continues its efforts to design smaller projects internally. Among the Public Utilities projects either designed or in design by the Division are two sewer rehabilitation/replacement projects, one water project, and one combination water-sewer rehabilitation/replacement project.
- **Private Development Review:** During the first six months of FY 09-10 the Engineering Division reviewed 10 Site Plans, 13 Site Plan Modifications, 12 Special Use Permits, 4 General Plans, and 7 Final Plats. Additionally, the Division had approximately 57 ongoing subdivision and site plan project inspections underway.

**PERFORMANCE MEASURES**

	<b><u>Target</u></b>	<b><u>FY 08-09 Actual</u></b>	<b><u>Jul 09- Mar 10 Actual</u></b>
Begin design of projects the same fiscal year as funding is allocated – Public Utility projects	85%	77%	75%
Receive project bids within 15% of the engineers post-design estimate – Public Utility projects	90%	67%	60%
Design and/or engineer small projects using division staff (\$300,000) – Public Utility projects	75%	100%	67%
Complete construction of City projects within the contract time period – Public Utility projects	90%	Meeting Goal	<u>8 Projects</u> o 1 of 2 on time (50%) o 6 underway and on time
Review and provide written response to plans submitted for review by the scheduled TRC meeting		Meeting Goal	Meeting Goal
Respond to construction inspections of private projects within 48 hours of request	98%	95%	100%
Review, verify and provide written response within 72 hours of receipt to those submitting water and sewer record drawings and certifications	95%	95%	95%

## **WATER SUPPLY DIVISION**

**Fund:** Water/Sewer

**Function:** Water and Sewer

### **MISSION**

*To provide our customers with safe drinking water in a customer friendly atmosphere, providing an environment for the development of our personnel while providing fiscal responsibility for our facilities and by meeting or exceeding the challenging regulatory concerns and our customer's future needs and requirements.*

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### **GOALS FOR FY 10-11**

The Water Supply Division's goals support the City Council's goals by supporting the development of plans to ensure adequate City services as the City grows. The Division short-term goals for the coming year are as follows:

1. Incorporate the operation of the new Nano-filtration water plant into the day to day operation of the Water Supply Division.
  2. Continue to locate and identify potential water sources for future Water Plant expansion.
  3. Continue the water distribution line flushing program to improve water quality.
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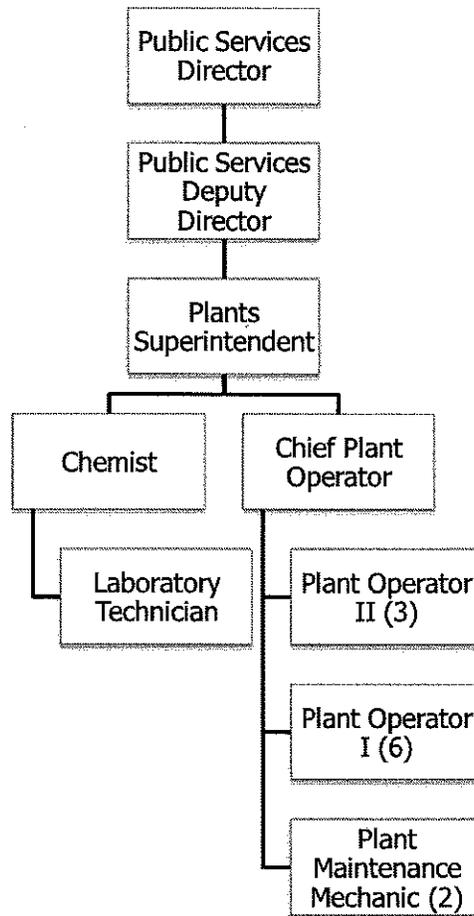
The Water Supply Division consists of three sections:

**Administration** – Administration personnel provide leadership and direction for the various responsibilities assigned to the Plants Division. The Plants Superintendent is the Operator in Charge for the Water Supply system and the Land Treatment site. This includes being responsible for collecting data for reports, updating records, maintaining personnel and records files and any special projects that may be assigned. This division also compiles fiscal information for preparing the budget.

**Laboratory** – Laboratory personnel are responsible for the State certification of the water and wastewater laboratory. This includes running all analyses in accordance with EPA approved methodology.

**Water Supply** – Water Supply personnel are responsible for operating the City's drinking water system in order to provide safe drinking water to the community.

## Public Services / Water Supply Division



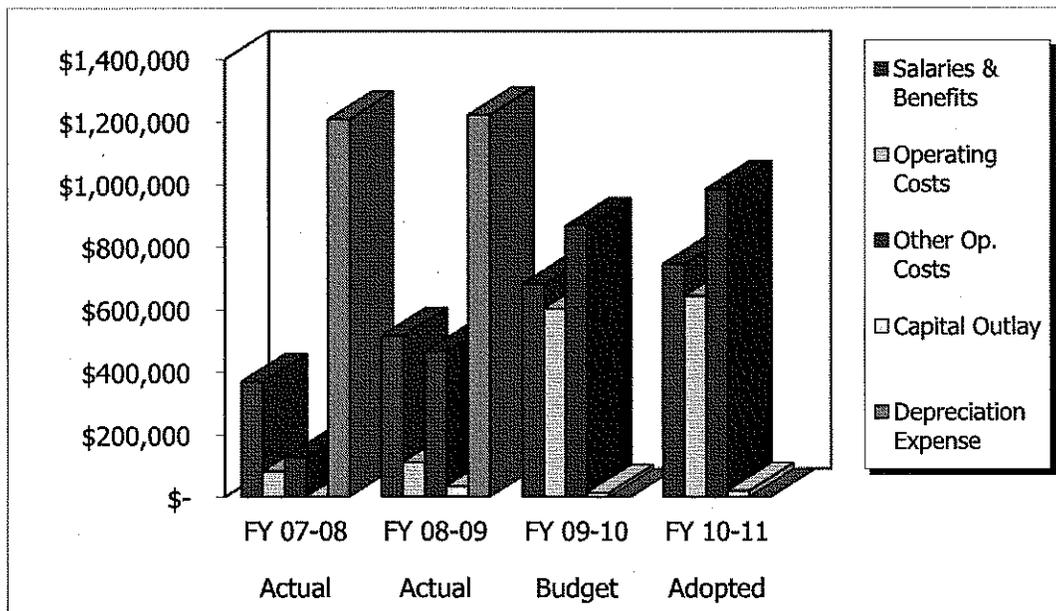
### 2010-2011 BUDGET HIGHLIGHTS

Funding includes new operational expenses required for the operation of the City's new Nano-filtration Water Plant and associated wells that will begin operation in May of 2010.

### DEPARTMENTAL SUMMARY

	Actual FY 07-08	Actual FY 08-09	Budget FY 09-10	Adopted FY 10-11
<b>Expenditures</b>				
Salaries & Benefits	\$ 369,724	\$ 515,554	\$ 681,923	\$ 745,202
Operating Costs	81,262	110,467	603,033	643,272
Other Op. Costs	125,853	464,256	867,245	985,724
Capital Outlay	0	33,231	13,436	19,061
Depreciation Expense	1,207,033	1,220,939	-	-
<b>Total Expenditures</b>	<b>\$ 1,783,872</b>	<b>\$ 2,344,447</b>	<b>\$2,165,637</b>	<b>\$ 2,393,259</b>
<b>Full-Time Employees</b>	<b>6</b>	<b>13.85</b>	<b>13.85</b>	<b>13.85</b>

**TREND ANALYSIS**



Increases of \$47,494 in the FY 07-08 budget for Salaries and Benefits are due to cost of living adjustments 2.5%, employee merit raises, and the mid-year implementation of the new pay plan. Increases of \$254,231 in the FY 08-09 budget are due to increases for the recommended positions: Three Plant Operator I's \$62,975, Plant Operator II \$22,698, Laboratory Technician \$42,648, and Plants Maintenance Mechanic \$42,648, increases for merit raises and the cost of implementing a full year of the new Pay Plan. Due to the reorganization of the Well Maintenance Program an employee from Utilities Maintenance has been transferred to the Water Supply Division \$51,696. Increases of \$57,968 in the FY 09-10 budget are due to the budgeting of a full year salary for the positions that were approved for one-half year in FY 08-09. Increases in the FY 10-11 budget of \$63,279 are due to the promotion of a Water Plant Operator I to the position of Water Plant Operator II. In addition this increase includes the required State Retirement contribution of an additional 1.63% for all non-law enforcement employees. We received notification from the State Retirement system that this increase was due to investment losses sustained by the fund during 2008. With the City's renewal of health and dental insurance, we have included a 10% increase for dental coverage and a 7% increase for health coverage. The majority of the increase in Salaries and benefits for FY 10-11 is related to a 4% salary adjustment for employees. Employees have not received a cost of living increase nor a performance based increase since FY 08-09.

Increases of \$13,050 in the FY 07-08 budget for Operating Costs are mostly due to higher insurance costs, increases in vehicle maintenance and fuel. Increases of \$48,218 in the FY 08-09 budget are due to increases in insurance, fuel and additional chemicals needed to treat blended wells. Increases of \$474,783 in the FY 09-10 budget are due to higher insurance costs \$62,812 required for the new water plant and wells, NPDES annual renewal fee for the water plant reject water discharge \$3,440, and increases in fuel for generators \$2,000. Additionally, the State has mandated that the City use a new water source which needs additional treatment that the current water source does not require; therefore, additional chemicals are required in departmental supplies \$379,885 to operate the new water plant. Operating Costs also increased due to an increase in the amount of gravel and rock needed for road and driveway maintenance \$15,000. Increases of \$40,239 in the FY 10-11 budget are due to the addition of new phones for the new water plant, the addition of two new cell phones and an increase in department specific contracts due to the new water plant.

Increases of \$8,831 in the FY 07-08 budget for Other Operating Costs are due to the new State testing requirements and a replacement computer. Increases of \$441,910 in the FY 08-09 budget are due to the reorganization of the Well Maintenance Program, expenses related to the maintenance and electricity costs for the existing wells, and the replacement of two computers. Increases of \$298,252 in the FY 09-10 budget for Other Operating Costs are due to the additional testing required for the new water plant and wells \$14,500 and for the mowing contract for the wells and water plant, previously budgeted in Utilities Maintenance \$12,180. Increases of \$252,353 in electricity costs for the new water plant and wells are also included. Increases of \$118,479 in the FY10-11 budget are due to full year of operations of the new wells and water plant and an increase in ITS allocation charges.

Increases of \$36,999 in the FY 08-09 proposed budget for Capital Outlay costs are due to the request for a vehicle for the Plants Maintenance Mechanic \$22,999, and the Software for SCADA monitoring \$14,000. No capital outlay was requested in the FY 09-10 budget but the budget was amended to provide \$13,436 for exalt one link equipment. An increase of \$5,628 in the FY 10-11 budget is for the purchase of a vehicle for the lab technician at the new water plant.

**FY 09-10 ACCOMPLISHMENTS**

- A substantial complete certificate was issued for the Nano-filtration plant on March 16, 2010. Plant start-up is scheduled for the middle of April 2010.
- Seven new well sites have been identified and test wells have been drilled on two of them to verify the water bearing formations.
- The Water Supply Division relocated to the new Nano-filtration plant in March 2010.

**PERFORMANCE MEASURES**

	<u>Target</u>	<u>FY 08-09 Actual</u>	<u>Jul 09- Mar 10 Actual</u>
Remain in compliance with conditions of the City's Community Public Water System permit	100%	100%	100%
Respond to customer water quality complaints within 2 hours	100%	100% (24 complaints)	100% (10 complaints)
Submit all required water and wastewater reports within required time frame	100%	100%	100%
Recruit and retain qualified personnel	100%	100%	100%
Submit annual Consumer Confidence Report as required for Water Supply (annual deadline of June 30)	Annually	100%	100%
Continue to ensure safety and OSHA compliance by conducting and documenting training sessions. Ensure that 100% of the safety meetings are documented	100%	100%	100%

## METERING DIVISION

**Fund:** Water/Sewer

**Function:** Water and Sewer

### MISSION

*To provide accurate, timely readings for billing purposes and to provide responsive and dependable customer service.*

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### GOALS FOR FY10-11

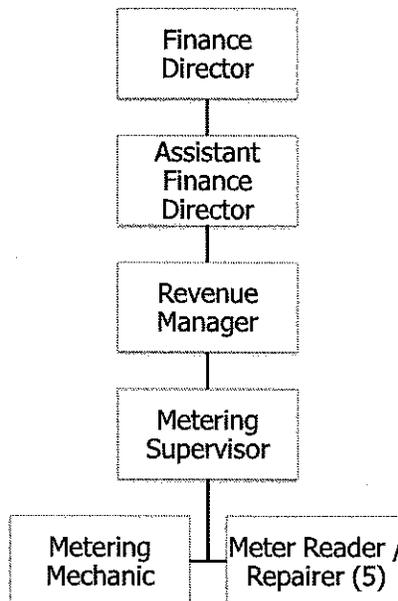
The Metering Division's goals support the City Council's goals by supporting development of plans to ensure adequate City services as the City grows. The Division short-term goal for the coming year is as follows:

1. Have each Metering staff member certified in Meter Mechanics and Backflow/Cross-Connection.
2. Implement a maintenance program to allow at least 95% of the Automated Meter Reads within the first pass.

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**Narrative.** Metering is responsible for reading all meters, downloading reads for billing, setting all meters for new construction, replacing existing meters as needed, verifying the accuracy of all reads, providing customer service in the form of turning water on and off, checking for leaks, testing meters and providing support as requested by the Utility Billing Division of the Finance Department.

### Metering Division



**2010-2011 BUDGET HIGHLIGHTS**

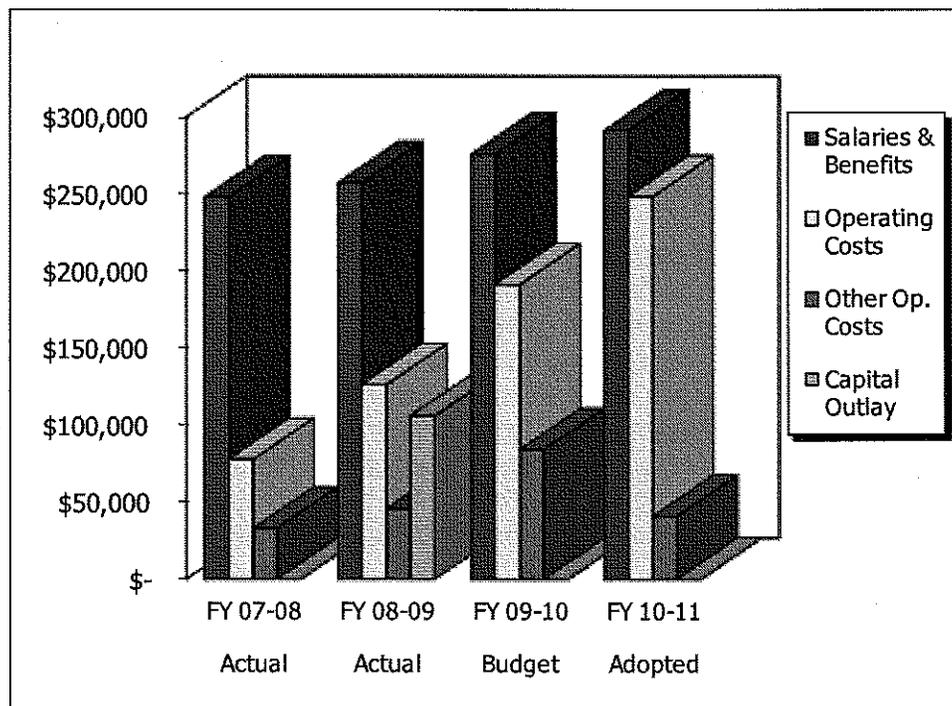
Requested funding includes the following:

- Air card to enable metering supervisor to access email while in the field (\$860)
- Continued training for staff certification in AMR technology, meter mechanics, and backflow/cross-connection (\$13,040)
- Additional freight costs associated with returning electronic radio transmitters for replacement (\$10,000)
- Lockers for the metering shop (\$1,250)

**DEPARTMENTAL SUMMARY**

	Actual FY 07-08	Actual FY 08-09	Budget FY 09-10	Adopted FY 10-11
<b>Expenditures</b>				
Salaries & Benefits	\$ 248,104	\$ 257,206	\$ 276,035	\$ 291,566
Operating Costs	77,638	126,181	191,309	248,450
Other Op. Costs	33,052	45,696	84,334	41,038
Capital Outlay	-	106,052	-	-
<b>Total Expenditures</b>	<b>\$ 358,794</b>	<b>\$ 535,135</b>	<b>\$ 551,678</b>	<b>\$ 581,054</b>
Full-Time Employees	7	7	7	7

**TREND ANALYSIS**



FY 10-11: The FY 10-11 budget for Salaries and benefits includes an increase of \$15,531. This increase includes the required State Retirement contribution of 1.63% for all non law enforcement employees. We received notification from the State Retirement system that this increase was due to investment losses sustained by the fund during 2008. With the City's renewal of health and dental insurance, we have included a 10% increase for dental coverage and a 7% increase for health coverage. The majority of the increase in Salaries and benefits for FY10-11 is related to a 4% salary adjustment for employees. Employees have not received a cost of living increase nor a performance based increase since FY 08-09.

Increases in Operating Costs are due to the addition of freight costs for returning faulty ERTs (electronic radio transmitters) to the manufacturer, Itron, which are under warranty. The parts that are covered by warranty will be replaced by the manufacturer, but the City is responsible for the cost of shipping them to Itron for replacement. In addition, \$50,000 was moved from contracted professional in Other Operating Costs to unanticipated in Operating Costs. These funds are used to hire plumbers in the event a large meter needs to be changed or if extensive work will be involved with the meter change out. Other Operating Costs includes a \$10,563 increase of the Information Technology Services internal service fund allocation.

FY 09-10: The FY 09-10 Salaries and benefits increased due to being fully staffed. In prior years there was a lot of turnover and periods of vacancies. Operating Costs increased from FY 08-09 by \$65,128 due to the increase of maintenance of our ITRON equipment, shipping for the equipment maintenance and increase in supplies for new meters and meter boxes. The increase in Other Operating Costs is due to our budgeting for Contracted Services being different than our actual need of them for the year.

FY 08-09: The FY 08-09 Budget total increases of \$176,341 from FY 07-08 were due to salary increases (\$9,102), Vehicle and equipment replacements as well as adding a hybrid vehicle to be used for AMR reading of meters (\$106,052). This year metering purchased backflow devices for the City's hydrant meters as required by State mandate, which is a non occurring cost and also purchased supplies needed to complete the AMR meter installations throughout the City (\$48,543). The Other Operating Cost increase from FY 07-08 is due to additional use of contracted professionals to assist with our large meter change outs to AMR.

### **FY09-10 ACCOMPLISHMENTS**

This year the metering staff began working to perform maintenance on the AMR (automatic meter reading) meters that are in the field. This maintenance is necessary to increase the effectiveness of the system and decrease the number of return trips by a meter reader for a visual read. The AMR system allows the readers to gather the read data from the meters without having to walk up to each meter. The reader can drive within range of the meters and the data can be gathered through a wireless transmission. Metering staff worked with the manufacturer to change out 5,000 electronic radio transmitters, in an effort to reduce missed reads. Metering staff has changed out an additional 2,000 transmitters since the manufacturer's visit. This maintenance has reduced the amount of staff time required to read meters each month as well as the number of service orders generated to reread meters.

**PERFORMANCE MEASURES**

	<b><u>Target</u></b>	<b><u>FY08-09 Actual</u></b>	<b><u>Jul 09 – Mar 10 Actual</u></b>
Percent of reconnects performed within the same business day as payment (average 300/month)	100%	99%	99%
Number of customer complaints received per total customers monthly	<1%	<1%	<1%
Percent of reads delivered to Water Billing on schedule (accounts read monthly – 15,867 meters)	100%	98%	95%
Respond to requests for new meter sets within 24 hours	95%	98%	95%
Respond to customer requests for emergency turnoffs due to leaks	Within 30 minutes	100%	100%

## **UTILITIES MAINTENANCE DIVISION**

**Fund:** Water Sewer

**Function:** Water and Sewer

### **MISSION**

*The mission of the Utilities Maintenance Division is to provide quality water and wastewater repair and maintenance services to the citizens of Jacksonville through responsible, sustainable and creative stewardship of the resources and assets we manage. This is obtained with a productive, empowered, talented and diverse workforce that strives for excellence as a team.*

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### **GOALS FOR FY 10-11**

The Utilities Maintenance Division's goals support the City Council's goals by supporting the development of plans to ensure adequate City services as the City grows and by assisting in the development of plans to construct and maintain adequate infrastructure. The Division's short-term goals and updates for FY 10-11 are as follows:

1. Replacement of pumps and guide rails for Wilson Bay Pump Station with assistance from Engineering staff to determine proper pump size. With rehabilitation of lift stations associated with the Buddy Phillips Bridge project there may be a need to downsize the pumps. Construction is anticipated to start 12/1/10.
  2. Complete structural upgrade project for pump stations and wells. Currently 95% completed, final completion expected by end of FY 10-11.
  3. Further increase efficiency and reduce overtime of Plants and Lines Maintenance. Approximately 70% reduction in overtime budget since FY 08.
  4. Begin performing State mandated sewer main cleaning with the anticipated addition of a new JetVac and crew.
    - a. Funding for new Jet Vac and personnel is being requested again for FY 10-11, however a contingency plan is being drafted to attempt return to a regular flushing program in the event funding is not available for personnel.
  5. Identify easements associated with pump stations and have them cleared. Maintain easements already cleared to facilitate visual inspections of infrastructure located within them.
    - a. Focus will be placed on the trunk lines that already have recorded easements and also working with Engineering to clear any potential easements that will help reduce the cost of CIP projects..
    - b. Bidding is anticipated to begin in the Spring.
  6. Reduction of inflow and infiltration (I&I) by 5% for FY 10-11
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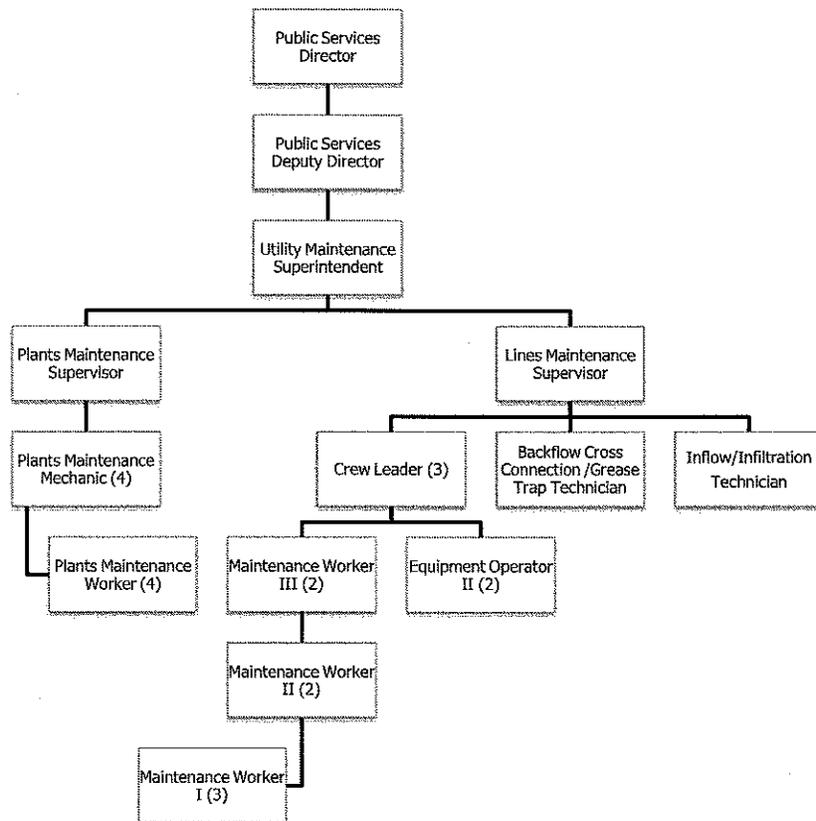
**Narrative.** The Utilities Maintenance Division consists of three sections:

**Administration** –Administration personnel provide leadership and direction for the various responsibilities assigned to the Utilities Maintenance Division. This Division is responsible for collecting data for reports, updating records, maintaining personnel and records files and any special projects that may be assigned. This division also compiles fiscal information for preparing the budget.

**Plants Maintenance Division**– The Plants Maintenance Division is responsible for the proper inspection and function of all wastewater pump stations, including emergency responses to alarms provided by the Water Plant Duty Operator.

**Lines Maintenance Division** – The Lines Maintenance Division is responsible for the function and repair of the water distribution and wastewater collection systems, including the maintenance of water mains, water service lines, fire hydrants, sewer mains, sewer service lines and sewer clean outs.

## Public Services / Utilities Maintenance



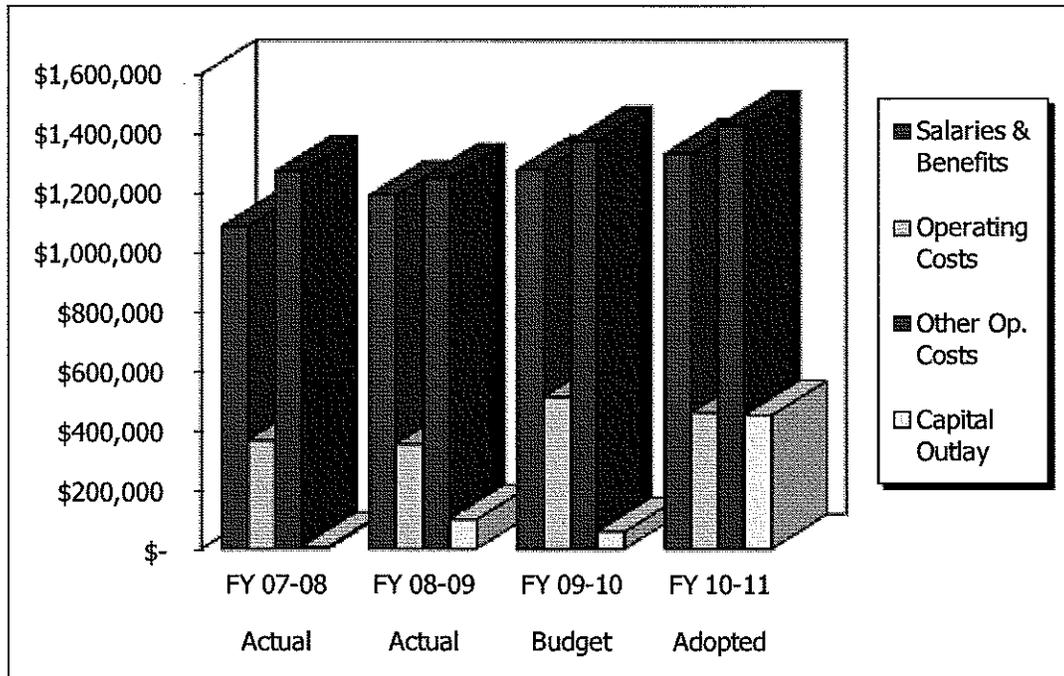
### 2010-2011 BUDGET HIGHLIGHTS

Funding includes the replacement of one Lines Maintenance service truck \$29,876 and one pickup truck \$19,136.

**DEPARTMENTAL SUMMARY**

	Actual FY 07-08	Actual FY 08-09	Budget FY 09-10	Adopted FY 10-11
<b>Expenditures</b>				
Salaries & Benefits	\$1,087,269	\$1,190,702	\$1,277,592	\$ 1,332,052
Operating Costs	365,587	352,393	510,889	458,388
Other Op. Costs	1,272,311	1,248,811	1,376,359	1,426,841
Capital Outlay	6,200	98,774	57,212	449,898
<b>Total Expenditures</b>	<b>\$2,731,367</b>	<b>\$2,890,680</b>	<b>\$3,222,052</b>	<b>\$ 3,667,179</b>
<b>Full-Time Employees</b>	<b>22</b>	<b>25</b>	<b>25</b>	<b>25</b>

**TREND ANALYSIS**



Increases of \$35,908 in Salaries and Benefits in the FY 07-08 budget are due to cost of living adjustments (2.5%), merit raises and the mid-year implementation of the pay plan. Increases of \$212,726 in the FY 08-09 budget are due to the four new recommended positions, two Mechanics and two Plants Maintenance Workers which are offset by a decrease in overtime. FY 09-10 decreases are due to no merit raises being approved by Council. The FY 10-11 budget for Salaries and benefits includes an increase of \$54,460. This increase includes the required State Retirement contribution of an additional 1.63% for all non-law enforcement employees. We received notification from the State Retirement system that this increase was due to investment losses sustained by the fund during 2008. With the City's renewal of health and dental insurance, we have included a 10% increase for dental coverage and a 7% increase for health coverage. The majority of the increase in Salaries and benefits for FY10-11 is related to a recommendation for a 4% salary adjustment for employees. Employees have not received a cost of living increase nor a performance based increase since FY 08-09.

Increases of \$53,325 in the FY 07-08 budget in Operating Costs are primarily due to increases in department specific contracts for pavement repairs due to water and sewer line repairs and

increases in generator maintenance contracts, increases in supplies used for sewer repairs, increases in vehicle maintenance and fuel costs, increases in departmental supplies as well as increases in insurance, cellular phone expense and training. Increases of \$124,486 in the FY 08-09 budget are due to increases in vehicle maintenance and fuel costs, departmental supplies for stone, fill and topsoil, department specific contracts for utility patching, increases in uniform expenses, insurance and cellular phone expenses. The increase of \$20,090 in the FY 09-10 budget is due to the transfer of insurance expenses for the pump stations from Wastewater into this division expense account. Decreases of \$52,501 for the FY 10-11 budget are due to decreases in insurance and bonds and also department supplies.

Decreases of \$56,726 in the FY 07-08 budget in Other Operating Expenses are due to decreases in electricity costs for the wells and pump stations, decreases in contracted services for water and sewer line repairs and easement clearing. Increases of \$156,181 in the FY 08-09 are due the reorganization of the well maintenance program which resulted in the expenses for electricity and maintenance for the wells being reassigned to the Water Supply Division. This was offset by a recommended increase to provide additional maintenance to ailing pump stations. The increase of \$22,396 in the FY 09-10 budget is the result of increased electric expenses for pump stations partly due to the addition of the Burton Park Pump Station to City maintenance, and also for increased expenses for water line repairs. Increases of \$50,482 for the FY 10-11 budget are due to increases in ITS allocation and normal increases of electricity and maintenance for the many pump stations.

Increases of \$93,628 in the FY 08-09 Capital Outlay budget are due to the replacement of an existing pickup and the two recommended pickup trucks for the Plants Maintenance Crews. The FY 09-10 budget of \$51,512 includes the replacement of one Lines Maintenance service truck and one pickup truck. Increase of \$392,686 for the FY 10-11 budget are due to the replacement and upgrade of the jet truck as well as the purchase of a crane to accommodate a heavier weight.

## **FY 09-10 ACCOMPLISHMENTS**

### **1. Pump Station and Water Facilities rehabilitation**

- Accomplishments
  - Rehabilitation of the Ellis and Brynn Marr Pump Stations Complete
  - Roof and door replacements for the pump stations and wells complete
  - Emergency bypass connections installed at Francis Park, Pine Lodge, Country Club Villas and Bell Fork lift stations
  - Pumps and controls replaced at Decatur Pump Station
  - First rotation of grease removal from Ellis, Brynn Marr and Main Pump Station completed
- Initiatives
  - Electrical upgrades for control panels at 18 pump stations out for design
  - Ventilation system repairs for Ellis and Brynn Marr Pump Stations out for design
  - Preparation of bid documents for utility repair contract, structural repair contract, and the 3 pump station upgrade contracts is underway and should bid within 30 days
  - Reduction of Inflow and Infiltration by 5% during FY 09-10
  - Grease Ordinance enforcement and reduction of grease accumulation
- Obstacle
  - Video inspection equipment and jet truck reaching the end of the useful life span
  - Budget constraints

- Training and education of employees
- No inspection authority on internal grease traps

**2. Overtime Reduction**

- Accomplishments
  - Overall decrease in overtime from FY 2008-2009
  - Sharp Decline in overtime resulted from switch to weekend shifts
- Initiatives
  - Implementation of new overtime restrictions
  - Require justification for overtime and prior approval
- Obstacle
  - Overtime is primarily driven by inclement weather, FY 09-10 saw a significant increase in rainfall causing flooding, Sanitary sewer spills, sinkholes, etc.

**3. Vegetation management of utility easements**

- Accomplishments
  - Three miles cleared along Brinson Creek outfall and 36" force main
- Initiatives
  - Failure to meet the specifications in accordance with NCDENR permit for FY 09-10
  - Work is anticipated to bid in Spring (weather dependent)
- Obstacle
  - Weather
  - Contractors not bidding
  - Identifying right of way boundaries
  - Citizens building fencing on right of ways

**PERFORMANCE MEASURES**

	<u>Target</u>	<u>FY 09-10 Actual</u>	<u>Jul 09- Mar 10 Actual</u>
Respond to emergency alarms at pump stations to minimize environmental impact from overflows.	30 minutes or less	577 alarms - 84%	71%
Respond to major water main breaks and sewer overflows	1 hour or less	4 breaks – 100% 13 overflows – 100%	100%  100%
Continue inspections of restaurants and food service facilities to ensure grease trap program compliance.	Every 60 days	378 insp. - 53%	37%
Maintain sewer easement to ensure accessibility for inspection, which includes clearing of overgrown areas and maintenance of previously cleared areas.	4 miles per year	75%	10%
Perform weekly inspections of all pump stations and wells.	98%	100%	100%
Test alarms at every pump station (41 stations)	Monthly	N/A	100%

## **WASTEWATER DIVISION**

**Fund:** Water/Sewer

**Function:** Water and Sewer

### **MISSION**

*To provide our customers with safe efficient and environmentally friendly treatment of the City's wastewater and meeting or exceeding all regulations by utilizing "state of the art" procedures and technologies in a work environment that promotes teamwork and professionalism*

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### **GOALS FOR FY 10-11**

The Wastewater Division's goals support the City Council's goals by supporting the development of plans to ensure adequate City services as the City grows. The Division's short-term goals for the coming year are as follows:

1. Incorporate the completed expansion of the Land Treatment Facility into the day to day operation of the facility.
  2. Develop and implement a pH control system for the storage lagoon.
  3. Incorporate the new scheduling computer program into the daily operation of the land treatment facility.
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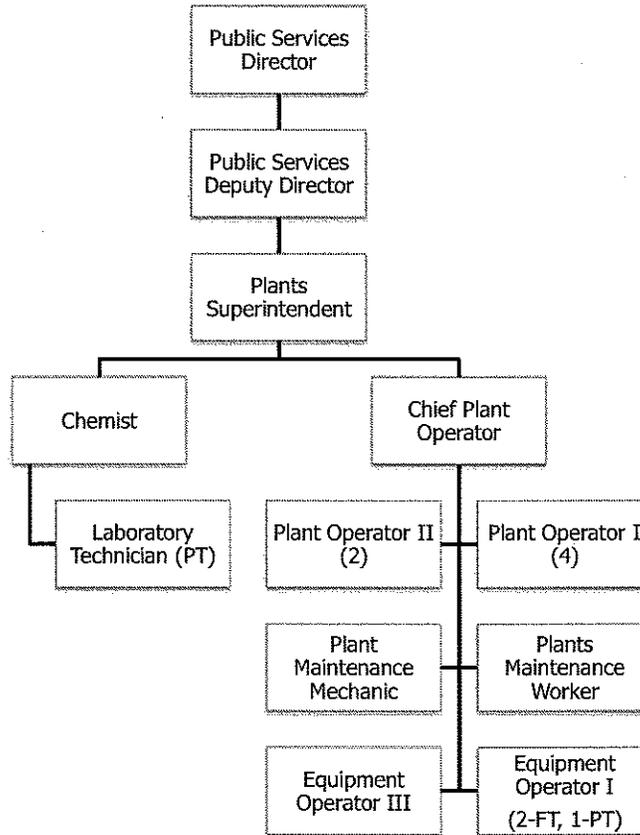
**Narrative.** The Wastewater Treatment Division consists of three sections:

**Administration** – Administration personnel provide leadership and direction for the various responsibilities assigned to the Plants Division. The Plants Superintendent is the Operator in Charge for the Water Supply system and the Land Treatment site. This includes being responsible for collecting data for reports, updating records, maintaining personnel and records files and any special projects that may be assigned. This division also compiles fiscal information for preparing the budget.

**Laboratory** – Laboratory personnel are responsible for the State certification of the water and wastewater laboratory. This includes running all analyses in accordance with EPA approved methodology.

**Wastewater Treatment** – Wastewater Treatment personnel are responsible for the operations and maintenance of the City's Land Treatment Site (LTS) in compliance with regulatory requirements.

## Public Services / Wastewater Treatment



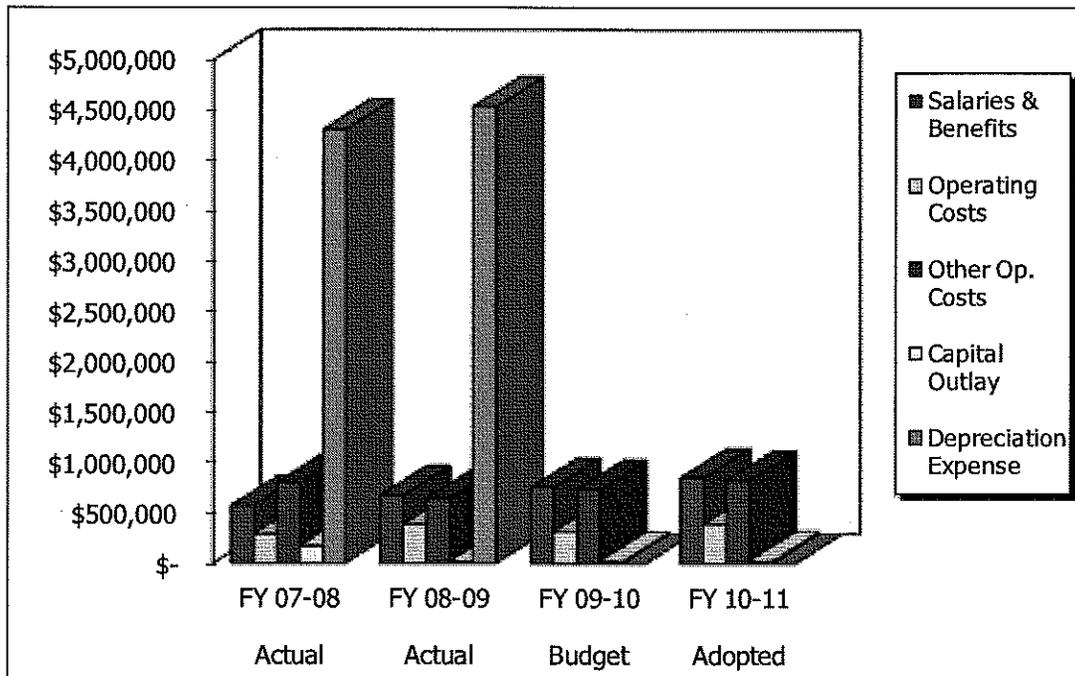
### 2010-2011 BUDGET HIGHLIGHTS

Funding includes new operational expenses required for the expansion of the City's Land Treatment Facility that was completed in March of 2010, an additional Plants Maintenance Worker, the upgrade of a part-time Lab Technician to full-time and a new and a replacement 4WD all terrain vehicles.

### DEPARTMENTAL SUMMARY

	Actual FY 07-08	Actual FY 08-09	Budget FY 09-10	Adopted FY 10-11
<b>Expenditures</b>				
Salaries & Benefits	\$ 571,658	\$ 673,045	\$ 752,108	\$ 853,194
Operating Costs	285,855	383,465	312,758	387,549
Other Op. Costs	800,648	643,961	732,197	826,381
Capital Outlay	168,511	14,914	18,303	22,700
Depreciation Expense	4,305,752	4,533,204	-	-
<b>Total Expenditures</b>	<b>\$6,132,424</b>	<b>\$6,248,589</b>	<b>\$1,815,366</b>	<b>\$2,089,824</b>
<b>Full-Time Employees</b>	<b>12</b>	<b>13.15</b>	<b>13.15</b>	<b>15.15</b>

**TREND ANALYSIS**



Increases of \$44,212 in the FY 07-08 budget in Salaries and Benefits are due to the mid-year implementation of the new Pay Plan and increases in budgeted health insurance. Increases of \$101,387 in the FY 08-09 budget are due to the recommendation of four new positions, Plant Operator I, Part time Laboratory Technician, Equipment Operator, Part time Equipment Operator and the implementation of a full year of the new Pay Plan. The net increase of \$79,063 in the FY 09-10 budget in Salaries and Benefits are primarily due an overtime increase, health insurance and part-time salary expenses. Increases of \$101,086 in the FY 10-11 are due to the addition of a new Plants Maintenance Worker and the upgrade of a Lab Technician from part-time to full-time. In addition this increase includes the required State Retirement contribution of an additional 1.63% for all non-law enforcement employees. We received notification from the State Retirement system that this increase was due to investment losses sustained by the fund during 2008. With the City's renewal of health and dental insurance, we have included a 10% increase for dental coverage and a 7% increase for health coverage. The majority of the increase in Salaries and benefits for FY10-11 is related to a recommendation for a 4% salary adjustment for employees. Employees have not received a cost of living increase nor a performance based increase since FY 08-09.

Increases of \$78,985 in the FY 07-08 budget in Operating Costs are due to increases in insurance, increases in supplies for increases in the cost of gravel and stone for the land application site, increases in vehicle maintenance and fuel cost, as well as increases in department specific contracts. Increases of \$97,610 in the FY 08-09 budget are due to increased vehicle maintenance and fuel costs, insurance and department specific contracts due to the maintenance contract for security cameras. The net decrease of \$70,707 in the FY 09-10 budget are primarily due to a decrease in insurance and bonds, fleet charges, and department supplies. Increases of \$74,791 in the FY 10-11 budget are primarily due to an increase in insurance and bonds, fleet charges and sewer treatment chemicals.

Increases of \$135,897 in the FY 07-08 budget in Other Operating Costs are due to the expense of sludge removal which must be done every three to five years to prevent excessive build up, budgeted increases in professional services for required testing, and internal service fund

allocations for Information Technology Services. Decreases of \$156,687 in the FY 08-09 budget are due to the completion of the sludge removal contract, increases in funds for forestry management and the approval of the software for the SCADA system. Increases of \$88,236 in the FY 09-10 budget are partly due to increased electricity costs and increases in internal service fund allocations for Information Technology Services. Increases of \$94,184 in the FY 10-11 budget are primarily due to electricity for the expanded Land Treatment Facility, maintenance building and equipment increases due to the expanded LTS and additional contracted professional services.

Increases of \$82,126 in Capital Outlay in the FY 07-08 budget are due to an equipment storage building, the replacement of a pickup truck, and a replacement front end loader, as well as a new utility vehicle. The FY 08-09 requests include a replacement 6x4 utility vehicle. The increase of \$3,389 in the FY 09-10 Capital Outlay budget is due to the replacements of an all terrain vehicle and hydraulic bush hog. An increase of \$4,397 in the FY 10-11 budget is due to the purchase of two 4WD all terrain vehicles and hand equipment for use at the LTS.

**FY 09-10 ACCOMPLISHMENTS**

The Land Treatment Facility expansion was completed in March 2010. Facility staff has worked closely with the Engineers and Contractor responsible for the expansion project during this past and assisted them in the transition.

**PERFORMANCE MEASURES**

	<b><u>Target</u></b>	<b><u>FY 08-09 Actual</u></b>	<b><u>Jul 09-Mar 10 Actual</u></b>
Remain in compliance with conditions of the City's non-discharge permit that are within the operational control of wastewater personnel	100%	100%	100%
Maintain an accurate count of the status of all spray heads in the irrigation fields on a quarterly basis.	100%	100%	100%
Submit all required water and wastewater reports within required time frame	100%	100%	100%
Recruit and retain qualified personnel	100%	100%	100%
Submit annual Wastewater Treatment Report to the State	Annually	100%	100%
Continue to ensure safety and OSHA compliance by conducting and documenting training sessions. Ensure that 100% of the safety meetings are documented	100%	100%	100%

## **PUBLIC SERVICES**

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**This section includes the Public Services Solid Waste Disposal Fund function:**

- **Solid Waste Disposal**

## SANITATION DIVISION

**Fund:** Solid Waste

**Function:** Sanitation

### MISSION

*To manage the City's residential and commercial waste stream by providing environmentally sound and safe methods of collecting, transporting and disposing of solid waste, yard waste, recycling and bulky waste materials from households and businesses within the City of Jacksonville.*

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### GOALS FOR FY10-11

The Solid Waste Division's goals support the City Council's goal #3, which is to "Assess and Respond to the Need of the Community". The Solid Waste Division does this by formulating and implementing the development of plans to ensure adequate City services as the City grows. The Division short-term goals for the coming year are as follows:

1. To provide environmentally sound and safe refuse, yard waste, recycling and bulky waste collection for approximately 11,779 residential households and small businesses in the City of Jacksonville.
2. Through contracted services collect and dispose of refuse from approximately 795 commercial establishments in the City of Jacksonville and monitor the contract for quality of service, productivity and complaint resolution.

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**Narrative.** The Sanitation Division manages and operates service areas that carry out the mission and goals established by the Division:

**Administration** – Administrative personnel consist of the Sanitation Superintendent, Sanitation Field Supervisor and the Administrative Assistant, these employees assist, direct and monitor a wide variety of job related responsibilities assigned to the Sanitation Division. These responsibilities include responding to customer inquiries and complaints, residential refuse collection, recycling collection, yard waste collection, and special pickup of bulky waste materials which includes tire, appliance, motor oil, and paint collection. The Sanitation Division also monitors the Commercial Dumpster Refuse Collection program as described below.

**Refuse Collection Services** – The Sanitation Division provides once –week refuse collection service for residential and small business customers within the City limits of Jacksonville

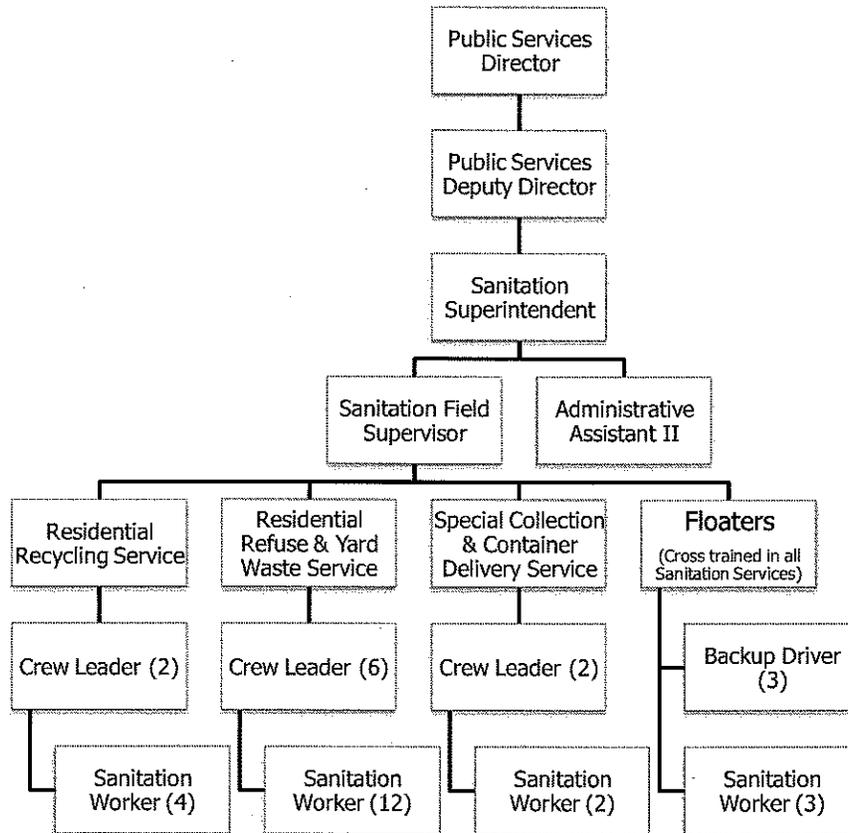
**Yard Waste Collection Service** – The Sanitation Division provides once-a-week curbside yard waste collection for residential and small business customers within the City limits of Jacksonville.

**Special Pick Up/ Bulky Waste Collection Service** - Collection personnel provide collection for bulky waste items such as furniture, appliances and tires. Large yard waste pile, furniture piles, construction material and bulky items are collected by our mechanical equipment or boom truck crews.

**Recycling Collection Service** - Collection personnel provide once-a-week curbside recycling collection for all residential customers and small businesses customers within the City limits of Jacksonville.

**Commercial Dumpster Refuse Collection Service** - Commercial refuse collection is contracted out to a private contractor. However, administrative personnel monitors complaints from businesses, makes request for additional services for businesses and audits commercial routes for accuracy and approves payment for services.

## Public Services / Sanitation Division



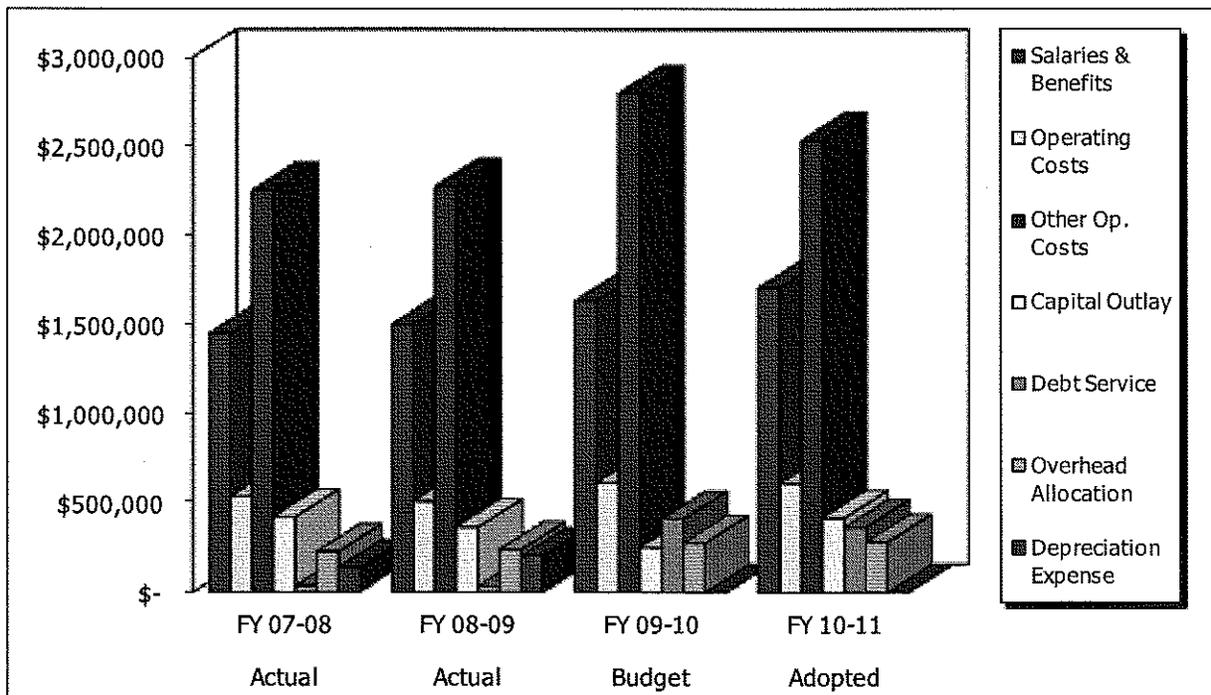
### 2010-2011 BUDGET HIGHLIGHTS

We have requested the purchase of a third automated refuse truck to continue our efforts towards fully automating the City's collection system.

**DEPARTMENTAL SUMMARY**

	Actual FY 07-08	Actual FY 08-09	Budget FY 09-10	Adopted FY 10-11
<b>Revenue</b>				
Commercial Fees	\$ 1,845,799	\$ 1,885,669	\$ 1,989,694	\$ 1,989,000
Commercial extra pickups	4,114	4,737	5,500	2,000
Residential Fees	701,866	675,150	709,780	705,040
Recycling Revenue	-	-	-	-
Late Charges	23,163	28,891	29,000	29,000
Sale of Fixed Assets	26,737	20,278	20,000	20,000
Lease Purchase Revenue	347,012	400,798	26,786	417,012
Transfer from General Fund	3,029,134	2,917,828	2,634,406	629,015
<b>Total Revenue</b>	<b>5,977,825</b>	<b>5,933,351</b>	<b>5,415,166</b>	<b>3,791,067</b>
<b>Expenditures</b>				
Salaries & Benefits	1,450,411	1,500,515	1,634,503	1,707,400
Operating Costs	535,214	507,386	613,433	609,136
Other Op. Costs	2,252,901	2,273,747	2,796,832	2,533,579
Capital Outlay	420,517	363,886	250,263	417,012
Debt Service	36,624	33,469	412,009	365,459
Overhead Allocation	226,528	238,313	276,452	281,865
Depreciation Expense	137,906	203,616	-	-
<b>Total Expenditures</b>	<b>5,060,101</b>	<b>5,120,932</b>	<b>5,983,492</b>	<b>5,914,451</b>
Revenue over (under) Expenditures	\$ 917,724	\$ 812,419	\$ (568,326)	\$(2,123,384)
Full-Time Employees	41	41	41	41

**TREND ANALYSIS**



The FY10-11 budget for Salaries and Benefits includes an increase of \$72,897. This increase includes the required State Retirement contribution of an additional 1.63% for all non-law enforcement employees. We received notification from the State Retirement system that this increase was due to investment losses sustained by the fund during 2008. With the City's renewal of health and dental insurance, we have included a 10% increase for dental coverage and a 7% increase for health coverage. The majority of the increase in Salaries and benefits for FY10-11 is related to a recommendation for a 4% salary adjustment for employees. Employees have not received a cost of living increase nor a performance based increase since FY 08-09.

The slight decrease in Operating Costs is primarily due to the slight projected decrease in fuel consumption by the Division and offset somewhat by an increase in maintenance charges by Fleet Maintenance.

The proposed increase in Other Operating Costs is due to the anticipation that the Material Recovery Facility may charge for the processing of recyclable materials taken to that facility.

Capital Outlay costs are generally due to scheduled vehicle lifecycle replacement. The Sanitation Division will be replacing two refuse collection vehicles this year. One, with an automated collection truck and the other with the standard rear loading collection truck.

#### **FY 09-10 ACCOMPLISHMENTS**

- The Sanitation Division operated FY 09-10 with 37 employees; down from the Council approved 41 employees. This saved the City a minimum of \$88,000 in salaries alone.
- The Recycling collection program is on pace to collect over 1700 tons of recyclable materials which will save the City over \$83,000 in landfill disposal charges.
- Recycling participation by residential customer increased from 44% to 45%.
- Worker's compensation claims reduced from 10 to 5 for calendar year 2009.
- Implementation of automated refuse collection.

**PERFORMANCE MEASURES AND WORKLOAD INDICATORS****Performance Measures**

	<b><u>Target</u></b>	<b><u>FY07-08 Actual</u></b>	<b><u>FY08-09 Actual</u></b>	<b><u>Jul09- Mar10 Actual</u></b>
Monitor complaints limiting the number of complaints to 1% of total households.	116	60	66	38
Insure safety and OSHA compliance and document bi-weekly training sessions	26 Meetings	26	28	21
Reduce Worker's compensation claims by 10%, using 2004 as the baseline year	20 Claims	12	10	5
Provide collection of appliances once per week 100% of the time	100%	100%	100%	100%
Promote the use of the Dial-A-Truck Program targeting the program for at least 95% use by residential customers	95%	100%	100%	100%
Audit the landfill bill and yard waste billing, for 100% accuracy	100%	100%	100%	100%
Provide collection of discarded tires once per week 100% of the time	100%	100%	100%	100%
Promote recycling, increasing collection tonnage by 3% per year	1200	1427	1558	1311

**Workload Indicators**

	<b><u>FY 07-08 Actual</u></b>	<b><u>FY 08-09 Actual</u></b>	<b><u>Jul 09- Mar 10 Actual</u></b>
Total # of residential/small business trash customers	11,080	11,616	11,807
Total tons of refuse collected by crews	12,313	11,972	7,677
Total # of recycling customers	4,875	5,111	5,169
Total tons of recyclables collected by crews	1,427	1,558	1,311
# collection trips for Boom truck operations	2,629	3,476	2,282
Total tons of yard waste collected by crews	3,304	3,188	1,888
Average annual cost per residential household yard waste service	\$3.74	\$3.77	Not applicable at this time
Average annual cost per residential household for refuse service	\$52.23	\$50.82	Not applicable at this time
%of total complaints for all residential trash collection services	.005%	.005%	Not applicable at this time

# **PUBLIC SERVICES**

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**This section includes the following Public Services Stormwater/Water Quality Fund functions:**

- **Stormwater/Water Quality**
  - **Water Quality**
  - **Streets/Stormwater Drainage**

## **WATER QUALITY DIVISION**

**Fund:** Stormwater/Water Quality

**Function:** Public Works

### **MISSION**

*To assist in executing the Stormwater Management Utility Program that will implement an appropriate level of education, training, outreach and public involvement programs to support the objectives of the stormwater discharge permit and stormwater plan. This will include provisions for long-term maintenance of BMP's, water quality improvements and habitat restoration. It is our mission to ensure the responsible stewardship of Jacksonville's environment and natural resources by protecting the New River and its tributaries as a valuable environmental and economic resource.*

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### **GOALS FOR FY 10-11**

The Stormwater Water Quality Division's goals support the City Council's goals by supporting downtown development and development of plans to ensure adequate City services as the City grows. The Division short-term goals for the coming year are as follows:

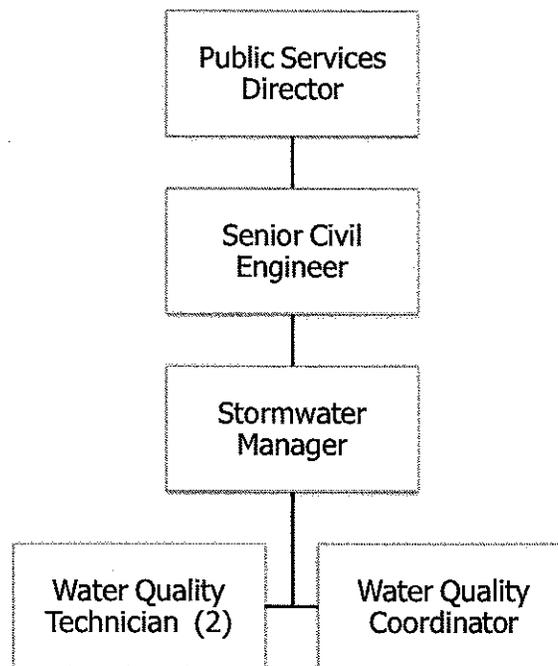
1. To manage a City-wide water quality monitoring program which focuses on the physical, chemical and biological parameters that consider point, non-point and naturally occurring sources of pollution.
2. To execute the Stormwater Management Utility Program, this includes; administering Stormwater Permits for New Development and Redevelopment in the City Limits and it's ETJ, providing for long-term maintenance of BMP's and supporting the objectives of the City's Stormwater NPDES Discharge Permit.
3. Water quality improvements and habitat restoration will be achieved through a combination of efforts; by reducing storm water input to urban streams feeding the New River, planting bivalves to enhance natural filtration of the water column, promoting the construction of wetlands to reduce stormwater runoff of nutrients, and assisting with the newly created Stormwater Management Utility Program.
4. To interact with regulatory agencies, academic institutions and local citizens to determine additional research, studies or projects needed to develop an effective and successful watershed management plan.
5. To provide environmental education about point and non-point pollution sources in order to reduce the amount of contaminants with additional emphasis as part of the Stormwater Management Utility Program.
6. To interact with the citizens of Jacksonville to develop public involvement in stream cleanup and restoration programs as a component of the Stormwater Management Utility Program.
7. To provide assistance with illicit discharge detection and elimination as part of the Stormwater Management Utility Program, including field observation and chemical analysis of discharges.
8. To assist with the City's effort for pollution prevention and good housekeeping of its own publicly owned facilities as part of the Stormwater Management Utility Program. This will include training and implementation of procedures affecting all City Departments.

9. To maintain a quantitative database on the New River Basin and make it available to the public.
10. To support wetland and oyster habitat restoration, stream rehabilitation, Submerged Aquatic Vegetation (SAV) planting, Best Management Practices (BMP's) and other habitat improvement projects throughout the New River Basin.

**Narrative.** The division is responsible for four of the six minimum control measures that must be implemented as mandated by the United States Environmental Protection Agency as part of the NPDES Stormwater program. The five primary objectives of the Water Quality Division are as follows:

- Stormwater Management Program
- Army Corps 206 project – This project calls for the restoration of 16 acres of wetlands, bioswales, and rain gardens, the addition of two million bivalves to Wilson Bay, aeration and submerged aquatic vegetation planting
- Education and involvement of Citizens
- Water Quality monitoring of the New River
- Ongoing restoration projects located in Chaney Creek, Mill Creek and Wilson Bay

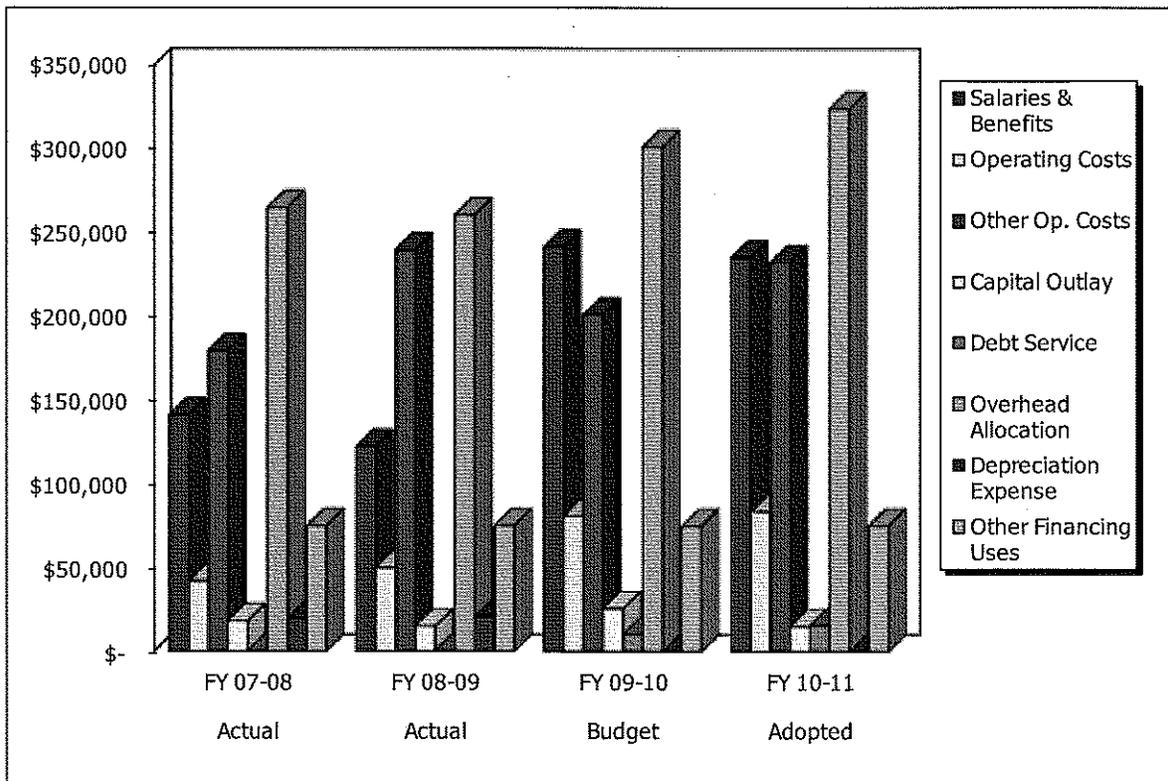
## Stormwater / Water Quality



**DEPARTMENTAL SUMMARY**

	Actual FY 07-08	Actual FY 08-09	Budget FY 09-10	Adopted FY 10-11
<b>Revenue</b>				
Residential	\$ 664,904	\$ 671,528	\$ 686,042	\$ 686,000
Commercial	1,352,444	1,356,822	1,377,037	1,377,000
Inspection fees	-	-	48,950	39,150
Misc. Revenues	-	-	1,000	1,000
Lease Purchase Revenue	84,466	161,006	25,756	123,000
Transfer from General Fund	-	-	-	-
<b>Total Revenue</b>	<b>2,101,814</b>	<b>2,189,356</b>	<b>2,138,785</b>	<b>2,226,150</b>
<b>Expenditures</b>				
Salaries & Benefits	141,288	122,330	241,478	235,138
Operating Costs	42,156	49,719	80,889	83,438
Other Op. Costs	179,679	239,660	200,977	232,445
Capital Outlay	18,210	14,904	25,759	15,000
Debt Service	794	613	10,421	15,541
Overhead Allocation	264,968	260,559	301,139	323,978
Depreciation Expense	19,648	20,664	-	-
Other Financing Uses	75,085	75,085	75,085	75,085
<b>Total Expenditures</b>	<b>741,828</b>	<b>783,534</b>	<b>935,748</b>	<b>980,625</b>
<b>Revenue over (under) Expenditures</b>	<b>\$ 1,359,986</b>	<b>\$ 1,405,822</b>	<b>\$ 1,203,037</b>	<b>\$ 1,245,525</b>
<b>Full-Time Employees</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>4</b>

**TREND ANALYSIS**



Increases of \$17,321 in Salaries and Benefits in FY 07-08 were due mainly to a 3% COLA and pay plan adjustments resulting from a classification and compensation study. The FY 08-09 increase of \$68,340 is due to the addition of a Stormwater Manager position. The FY 09-10 increase of \$40,288 is due to a full year of salary for the Stormwater Manager position. There were no significant changes for the FY 10-11 budget.

Increases of \$5,952 in Operating Expenses in FY 07-08 were due to increases in departmental supplies and insurance. Increases of \$49,659 in the FY 08-09 budget are due primarily to funding for bivalve planting and required departmental supplies. FY 08-09 operating expenses increased by \$7,427, mainly in departmental supplies. Decreases of \$3,451 in the FY 09-10 budget are due to cuts in departmental supplies, water monitoring supplies and bivalve planting material. Decreases of \$586 in the FY 10-11 budget are due to cuts in Fleet charges, fuel, and departmental supplies.

Decreases of \$41,907 in Other Departmental Expenses in the FY 07-08 budget were primarily due to a lower than anticipated Video-Media Services allocation to the Stormwater program and reductions in aeration device maintenance. The increase of \$108,599 in contracted professional services in FY 08-09 was for AMEC to develop a Stormwater ordinance for the City. The decrease in the FY 09-10 budget of \$103,236 is due to the completion of the contracted services with AMEC for the development of an ordinance, SPCCP and BMP plans. The FY 10-11 increase of \$60,403 is due to increases in electricity, water and sewer, sanitation, ITS charges, Video Media Services and contracted professional services for a Stormwater Projects Master Plan.

The FY 07-08 Capital Outlay cost is for two Hydrolabs used for water quality monitoring (\$18,210). FY 08-09 costs are for one Hydrolab and other lab equipment. Increases of \$2,756 in the FY 09-10 budget are due to a truck replacement. The decrease of \$10,756 in the FY 10-11 budget is due to the lack of purchasing any new equipment.

Increases in the budget in Debt Service are due to the anticipated borrowing that is budgeted, but may not occur during the fiscal year. In addition, all debt payments for this fund are recorded as expenses, but the principal retirements account is used to record the principal payments of the outstanding loans and used to offset the liability at year end. This account is zeroed out at year end.

Overhead Allocation consists of charges from the General Fund for general governmental support (finance, human resources, city management, legal, etc.) and is dependent upon the percentage of their time that employees in those areas spend on stormwater-related activities.

Other Financing Uses consists of transfers to fund capital projects and to repay the General Fund over ten years for funding loaned to start up the Stormwater Fund.

### **FY 09-10 ACCOMPLISHMENTS**

- All personnel maintained their certifications in "Hazardous Materials" for our illicit discharge investigations. All personnel maintained their First Aid and CPR, Herbicide and Pesticide, LPO CAMA officers and BMP Inspectors certifications for the City of Jacksonville. Confined space certifications were obtained this year due to BMP's being constructed which required confined space entry.
- To date, the Water Quality Division has responded to 148 illicit discharges and abated the pollution.
- To date, 4,917 storm drains and catch basins have been marked and mapped, 200 retention

ponds and 193 manholes have been captured. Water Quality data was collected from all 52 weeks last fiscal year and finfish assessments were conducted each month. The Benthic community was sampled each quarter. Water Quality placed another 500,000 oysters into Wilson Bay.

- We graduated 10 Wilson Bay Watchdog students, three job shadow students, four service learning students and one job ready student with 135 volunteer hours. We had 320 students attend our Sturgeon City Institutes last summer. We have educated 1,293 students, 910 COJ Citizens and 71 COJ employees which gave us total contact of 2,274 individuals.
- To date, we have harvested and processed 28 million SAV seeds, and planted 14 million in Wilson Bay. We inspected and maintained 14 BMPs on a monthly basis, which consists of three rain gardens, 2 stormwater wetlands and 3 retention ponds for a total of 200 man hours. 7,000 flea beetles were released to eradicate alligator weed within the City. Seventy-eight retention ponds have been inspected within City limits; seven have received a Stormwater credit.
- We received a mini grant from the NC Community Conservation Assistance Program (CCAP), with which 2 cisterns were purchased and installed at the Public Services Complex. The COJ street sweepers use the recycled stormwater runoff for cleaning the streets saving 990 gallons of drinkable water per week.
- Our stormwater administrative manual and operation and maintenance agreements underwent 5 revisions throughout the year as directed by our local developmental community and State regulations.
- To date our Stormwater permitting program has reviewed 98 sets of plans through our Technical Review Committee and issued 12 stormwater permits.
- A new stormwater web site was established so the general public could have access to the Stormwater Ordinance, Manual, illicit discharge identification as well as educational and outreach materials that target pollutants in our watershed.

**PERFORMANCE MEASURES**

	<b><u>Target</u></b>	<b><u>FY 07-08 Actual</u></b>	<b><u>FY 08-09 Actual</u></b>	<b><u>Jul 09- Mar 10 Actual</u></b>
Number of storm drains/catch basins/outfalls captured	1,000	2,000	2,000	1,000
Number of people reached through public education	2,000	2,284	2,742	2,274
Number of weeks per year Water Quality data collected	52	52	52	52
Number of areas sprayed to eradicate Aquatic Invasive Species of Plants (Mill & Chaney Creeks, Wilson Bay and New River between 3 areas)	4	4	4	4
Number of BMP's inspected/maintained	4	3	3	14
Number of Students educated through Wilson Bay Watchdog programs	10	12	14	10
Number of Bivalves added to ecosystem	300,000	300,000	1,000,000	500,000
Number of students reached through Sturgeon City Institutes	200	150	300	320
Number of Finfish Assessments per year	11	12	11	12
Number of Departments trained, evaluated for Good Housekeeping practices	3	3	3	3
Number of Illicit discharges eliminated	20	31	49	44
Number of retention ponds inspected	20	29	33	45
Number of Stormwater Permits Issued	12	0	0	12

## **STORMWATER DRAINAGE MAINTENANCE DIVISION**

**Fund:** Stormwater/Water Quality

**Function:** Public Works

### **MISSION**

*To provide the most cost effective maintenance for streets, sidewalks and stormwater in an environmentally friendly way while maintaining technical proficiency and superior customer service to the citizens of Jacksonville.*

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### **GOALS FOR FY 10-11**

The Stormwater Drainage Maintenance Division's goals support the City Council's goals by supporting the development of plans to ensure adequate City services as the City grows. The Division's short-term goals for the coming year are as follows:

1. Provide for effective stormwater drainage by eliminating blockages and controlling vegetation growth on a continuous basis.
  2. Operate a catch basin, drainage pipe maintenance and repair program, ensuring the integrity of City street drainage.
- 

***Narrative.*** Stormwater Operations develop and maintain effective and efficient programs directed toward identification of the causes and origins of drainage problems, provide maintenance for over 100 miles of a Stormwater drainage system, and inspect and perform maintenance on all drainage ditches annually. In addition, this section performs maintenance and repairs on all drainage structures including pipes and storm drain structures.



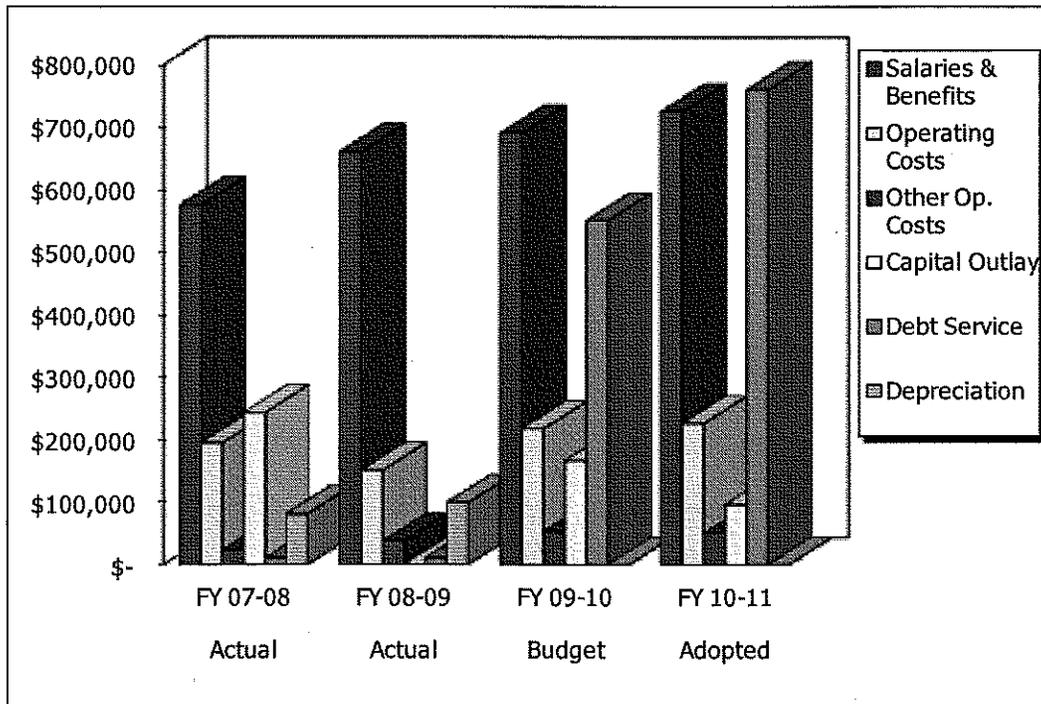
**2010-2011 BUDGET HIGHLIGHTS**

A significant event was finding a contractor that possessed the tools and equipment to bore and clean drainage pipe without excavation. Streets Division hired this contractor on two occasions and they cleaned several hundred feet of drainage pipe of various diameter sizes. These drainage pipes were blocked with tree roots and trash. This cost the City \$5,000 however by using this contractor to clear our drainage pipes reduced flooding of some of our streets. The service provided by the contractor saved many labor and equipment hours for the division. In addition, by using this method we realized even more savings because we did not replace any existing drainage pipe. This process is anticipated to be used in the future. We purchased a new Street Sweeper that has enhanced our stormwater program and also made an impact on turnaround time for street sweeping. This sweeper allows us to collect hundreds of tons of sediment and helps to keep it from entering our drainage systems.

**DEPARTMENTAL SUMMARY**

	Actual FY 07-08	Actual FY 08-09	Budget FY 09-10	Adopted FY 10-11
<b>Expenditures</b>				
Salaries & Benefits	\$ 575,749	\$ 660,726	\$ 690,826	\$ 725,452
Operating Costs	195,305	150,721	217,925	226,529
Other Op. Costs	24,116	38,012	53,462	50,763
Capital Outlay	243,530	-	166,212	96,000
Debt Service	10,546	10,965	551,092	760,185
Depreciation	81,410	99,476	-	-
<b>Total Expenditures</b>	<b>\$1,049,246</b>	<b>\$ 959,900</b>	<b>\$ 1,679,517</b>	<b>\$1,858,929</b>
<b>Full-Time Employees</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>

**TREND ANALYSIS**



Increases in Salaries and Benefits in the FY 07-08 budget of \$78,558 are due to a 2.5% COLA, an increase in health insurance costs, worker's compensation premiums, and mid-year pay adjustments as a result of a citywide classification and compensation study. Increases of \$84,977 in the FY 08-09 budget are due to a full year of pay plan adjustments, increases in health insurance, worker's compensation premiums, and the 401K contribution. In FY 09-10 the increase of \$30,100 is due to normal salary and benefit increases. The FY 10-11 budget for Salaries and Benefits includes an increase of \$34,626. This increase includes the required State Retirement contribution of an additional 1.63% for all non-law enforcement employees. We received notification from the State Retirement system that this increase was due to investment losses sustained by the fund during 2008. With the City's renewal of health and dental insurance, we have included a 10% increase for dental coverage and a 7% increase for health coverage. The majority of the increase in Salaries and benefits for FY10-11 is related to a recommendation for a 4% salary adjustment for employees. Employees have not received a cost of living increase nor a performance based increase since FY 08-09.

Increases of \$52,110 in Operation Costs in the FY 07-08 budget are due to increases in the amount expended for drainage and storm sewer maintenance and repairs, increases in vehicle maintenance charges and higher gas prices. Decreases of \$44,584 in FY08-09 are due to decreases in sewer, fleet, and fuel charges for the division. Increases of \$67,204 in the FY 09-10 budget were due to increases in sewer, fleet, and fuel charges. There were no significant changes to the FY 10-11 budget.

FY 07-08's increase in Other Operating Costs is due to the allocation of ITS charges. Increases of \$13,896 in the FY 08-09 budget are primarily due to increases in maintenance costs, streets maintenance spoils which are waste from ditch clearing and street sweeping and an increase in the reserve for insurance deductible. Increases of \$15,450 in the FY 09-10 budget are primarily due to increases in street maintenance spoils and ITS Allocation. There were no significant changes to the FY 10-11 budget.

The FY 07-08 increase of \$84,626 in Capital Outlay was due to the purchase of a replacement dump truck. Equipment in the FY 09-10 budget includes a street sweeper. There were no significant purchases for the FY 10-11 budget.

Increases in the budgets in Debt Service are due to the anticipated borrowing that is budgeted, but may not occur during the fiscal year. In addition, all debt payments for this fund are recorded as expenses, but the principal retirements account is used to record the principal payments of the outstanding loans and used to offset the liability at year end. This account is zeroed out at year end.

**FY 09-10 ACCOMPLISHMENTS**

- o Completed 80 miles of ditch drainage maintenance (Average work output for 9 months).
- o Initiated Inmate Right-of-way maintenance, including litter pickup on Friday afternoons.
- o Swept 2,400 miles of city streets and 200 miles of North Carolina Department of Transportation Roads (sweeping results are on track with previous years).
- o Recorded 16,770 inmate labor hours which resulted in a cost savings of \$165,000 in labor charges (This is an annual savings and has been constant for approximately 14 years).
- o Processed 152 Work Orders (this is a 50% decrease in work orders due to daily maintenance using a standing work order assignment).

**PERFORMANCE MEASURES**

	<u>Target</u>	<u>FY 08-09 Actual</u>	<u>Jul 09-Mar 10 Actual</u>
Respond to all Customer Service Requests	100%	100%	100%
Inspect and provide drainage maintenance to all City maintained drainage systems	100%	90%	80%
Annual Certification for all employees, (Inmate Supervisory (15), First Aid/CPR (14), CDL's (11), and Pesticide (4) Certifications)	Annually or As Required	100%	100%
Recordable injury rate does not exceed target rate	3 or less	1	2

## **INTERNAL SERVICE FUNDS**

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**This section includes the following Internal Service Funds:**

- **Fleet Maintenance**
- **City Hall Maintenance**
- **Information Technology Services (ITS)**
- **Video-Media Services**
- **Self Insurance**

## **FLEET MAINTENANCE DIVISION**

**Fund:** Fleet Maintenance

**Function:** Internal Service

### **MISSION**

*To purchase and maintain, dependable equipment for the user departments at the lowest possible cost with the least interference to the overall City operations.*

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### **GOALS FOR FY 10-11**

The Fleet Maintenance Division's goals support the City Council's goals by assessing and responding to the needs of the community specifically by determining whether appropriate services are being offered at the desired levels. The Division's short-term goals for the coming year are as follows:

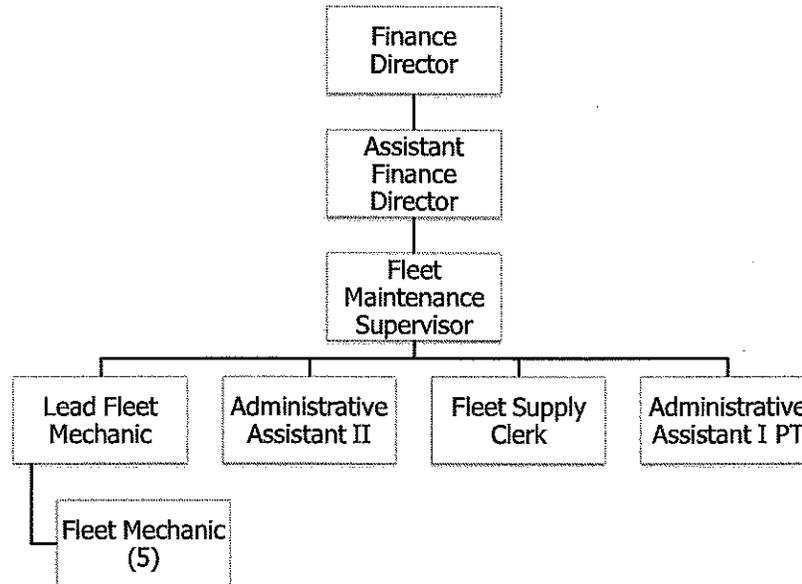
1. Maintain the City's equipment in operational condition to reduce down time of the equipment.
  2. Create and adhere to a Scheduled Preventive Maintenance (PM) Calendar each month.
  3. Comply with all vehicle manufacturer warranty requirements.
  4. Maintain specified repair parts on-hand to reduce down time of City equipment.
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**Narrative:** The Fleet Maintenance Division, Finance Department, is composed of two sections:

**Administration** – This section is staffed with (1) F/T Administrative Assistant II, (1) Inventory Clerk, and (1) permanent P/T Administrative Assistant I working in this section. This section is responsible for entering accurate and timely information into the Work Order history database. They are also responsible for opening, closing, and maintaining all Purchase Orders/Field Purchase Orders required in purchasing parts and services needed to maintain City equipment. They are also required to, maintain invoices, inputting data and reporting all Credit Card transactions (approximately 235 per month) to the Accounting Division. This inventory clerk is charged with maintaining an on-hand parts inventory which is required to ensure the quick return of equipment to the departments after repairs. This position also coordinates with outside vendors to maintain the proper quantity and quality of all inventory items.

**Maintenance** – This section is staffed with (1) Lead Mechanic and (5) Fleet Mechanics, the Lead Mechanic provides leadership for a variety of responsibilities associated with maintaining the City's fleet in an operational status. The responsibilities include, but are not limited to, supervising all repairs to City equipment, assigning work to the mechanics, creating the monthly Preventive Maintenance schedule, and coordinating all outsourced repairs. The Fleet Mechanics are responsible for all repairs to City equipment, which consists of corrective and preventative maintenance. The mechanics must complete the required repairs professionally, safely, and in a timely manner. They must complete all work orders accurately and neatly to insure that all labor and repair parts are charged out to the correct departments, and that all critical information is submitted for inclusion into the City-wide database.

## Fleet Maintenance



### 2010-2011 BUDGET HIGHLIGHTS

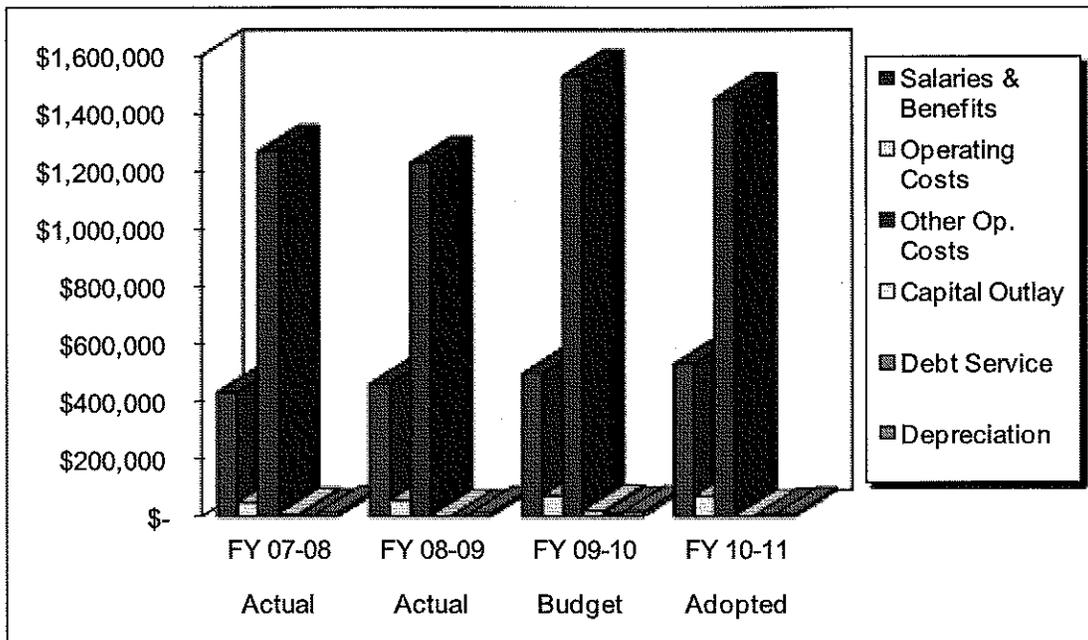
Funding includes the following:

- Training funds for the continuation of our partnership with Coastal Carolina Community College (\$1,500).
- Continuing the association with E.A.S.T. Inc. to conduct Automotive Maintenance Training (\$2,700).
- Continuing the association with Turbo Training to conduct Training for Heavy Truck Maintenance (\$6,500).
- Continued support in aiding mechanics in achieving ASE certification (\$1,600).
- Continue to award the mechanics for achieving additional ASE Certifications (\$1,500).

**DEPARTMENTAL SUMMARY**

	Actual FY 07-08	Actual FY 08-09	Budget FY 09-10	Adopted FY 10-11
<b>Revenue</b>				
Charges to Other Funds	\$ 1,801,039	\$ 1,762,212	\$ 2,134,716	\$ 2,065,421
Miscellaneous	640	-	-	-
Sale of Fixed Assets	(71,731)	-	7,000	3,000
<b>Total Revenue</b>	<b>1,729,948</b>	<b>1,762,212</b>	<b>2,141,716</b>	<b>2,068,421</b>
<b>Expenditures</b>				
Salaries & Benefits	\$ 431,519	\$ 460,239	\$ 495,762	\$ 530,585
Operating Costs	47,293	54,194	71,511	70,135
Other Op. Costs	1,267,418	1,226,982	1,529,485	1,450,482
Capital Outlay	6,093	-	19,576	-
Debt Service	816	420	10,092	5,204
Depreciation	13,574	13,417	15,400	8,400
<b>Total Expenditures</b>	<b>1,766,713</b>	<b>1,755,252</b>	<b>2,141,826</b>	<b>2,064,806</b>
Revenue over (under) Expenditures	\$ (36,765)	\$ 6,960	\$ (110)	\$ 3,615
Full-Time Employees	9	9	9	9

**TREND ANALYSIS**



FY10-11: The FY 10-11 budget for Salaries and benefits includes an increase of \$34,823. This increase includes the required State Retirement contribution of an additional 1.63% for all non law enforcement employees. We received notification from the State Retirement system that this increase was due to investment losses sustained by the fund during 2008. With the City's renewal of health and dental insurance, we have included a 10% increase for dental coverage and a 7% increase for health coverage. The majority of the increase in Salaries and benefits for FY 10-11 is related to a 4% salary adjustment for employees. Employees have not received a cost of living increase nor a performance based increase since FY 08-09.

FY 09-10: The increase in Salaries & Benefits is due to the addition of a permanent part-time Administrative Assistant, \$15,777. The Operating Expenses increase is largely due to the increase of \$9,438 in Fleet's maintenance charges, this was caused by a \$7,000 keypunching error during the FY-09 budget process. The \$19,576 in the Capital Outlay account is for the replacement of the City's pool car with a Mid-size 6 cylinder sedan.

FY 08-09: The increase in Other Operational Costs of \$434,123 is due to the increase in fuel and maintenance charges to the departments. The fuel increase is \$271,485. The maintenance increase is in two areas. The Standard Labor Rate increased from \$56.23 to \$62.20 per hour plus the additional chargeable labor hours by the new technician approved in the Fiscal Year 07-08 budget. The maintenance increase is \$187,591.

FY 07-08: Increases in Salaries and Benefits of \$129,999 are due to cost of living adjustments and employee merit raises. Employee Improvement raises of \$9,640 was budgeted in Non-Departmental in previous years. Overtime increased \$7,297 and Health Insurance increased \$12,161. In addition the FY 07-08 budget includes an additional auto mechanic which increased the budget by \$47,207.

FY 06-07: Salaries and Benefits increased \$9,639 primarily due to Council approving a 401K contribution of one percent (1%) of salary for each employee increasing the budget \$2,751 and the 457 employer match was changed from \$500 to \$1,000 increasing the budget \$3,600. Other Operating Costs increased \$43,510 primarily due to higher fuel costs and lifecycle computer replacement. The increase in FY 06-07 is also attributable to the costs associated with a worker's compensation claim.

### **FY-09-10 Accomplishments:**

- As of December 30, 2009 Fleet Maintenance has again met all the requirements required to be certified as an Automotive Service Excellence (ASE) Blue Seal certified maintenance facility. This has allowed the City of Jacksonville to remain one of only six North Carolina Cities that have this distinction.
- During the first eight months of Fiscal Year 2010 Fleet Maintenance has achieved the target goals for all six performance measures. The billing rate has been improved and this is the first time that Fleet Maintenance has meet this particular goal; the internal procedures that have been implemented have made a significant improvement in the accuracy of the information and ensures the correct hours are billed to the departments.
- During this fiscal year, Fleet completed the ordering and receiving of 25 new vehicles", applied the graphics, cleaned and processed for resale 14 of these new vehicles. Fleet sold 26 pieces of surplus equipment via internet auction for a sum of \$78,963. Currently there are 19 additional surplus items for sale with an estimated value of \$36,105.
- Fleet has continued to partner with E.A.S.T. Inc. and Turbo training to provide up-to-date technical training, for both automotive and heavy trucks, for Fleet personnel to allow them to stay abreast of the new technology entering the continually growing City fleet.

**PERFORMANCE MEASURES AND WORKLOAD INDICATORS****Performance Measures**

	<b><u>Target</u></b>	<b><u>FY 08-09 Actual</u></b>	<b><u>Jul 09- Mar 10 Actual</u></b>
Cost per work order	\$314	\$311	\$286
Hours billed as a percentage of billable hours	68%	67.8%	75.8%
Percentage of rolling stock available per day	96%	96.6%	95.7%
Percentage of work orders completed within twenty-four hours	86%	86.7%	87.2%
Percentage of work orders requiring repeat repair in thirty days	0.9%	0.62%	0.50%
Percent of Preventive Maintenance service completed as scheduled	92%	97.9%	96.9%

**Workload Indicators**

	<b><u>Target</u></b>	<b><u>FY 08-09 Actual</u></b>	<b><u>Jul 09- Mar 10 Actual</u></b>
Number of rolling stock units per technician FTE	68	75.4	81.6 (1)
Number of Preventive Maintenance Services per technician	153	222.4	173.8 (2)

*Note 1: This percentage is still above the target rate, and has increased since last fiscal year. This indicator is directly related to the size of the City fleet and the number of mechanics.*

*Note 2: This statistic is also directly related to; the size of the City Fleet, the usage, and the number of mechanics to support the fleet. The percentage is already above the target rate and the projected rate is estimated to be 222 which will be equal to the FY 2007 level prior to the addition of a fifth mechanic.*

## **CITY HALL MAINTENANCE**

**Fund:** City Hall Maintenance

**Function:** Internal Service

### **MISSION**

*Maintain the City of Jacksonville's City Hall facility. All personnel strive to provide outstanding customer service for the citizens and for City employees.*

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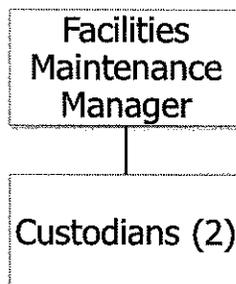
### **GOALS FOR FY10-11**

The City Hall Maintenance goals support the City Council's goals by assessing and responding to the needs of the community. The Department short-term goals for the coming year are as follows:

1. Provide outstanding customer service to visiting citizens and to employees that work in the City.
  2. Continually provide a clean and environmentally pleasant facility for citizens of Jacksonville and for the employees that work on the premises.
  3. Assure that City Hall is a safe and hazard free place for citizens to visit.
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**Narrative.** City Hall and Youth Center custodial services are provided by City Hall Maintenance funds and assigned to two staff members, who perform quality custodial related tasks for a combined 50,737 square feet. City Hall maintenance is provided by Public Works, Facilities Maintenance Services Division on a timely basis.

## City Hall Maintenance Services Division

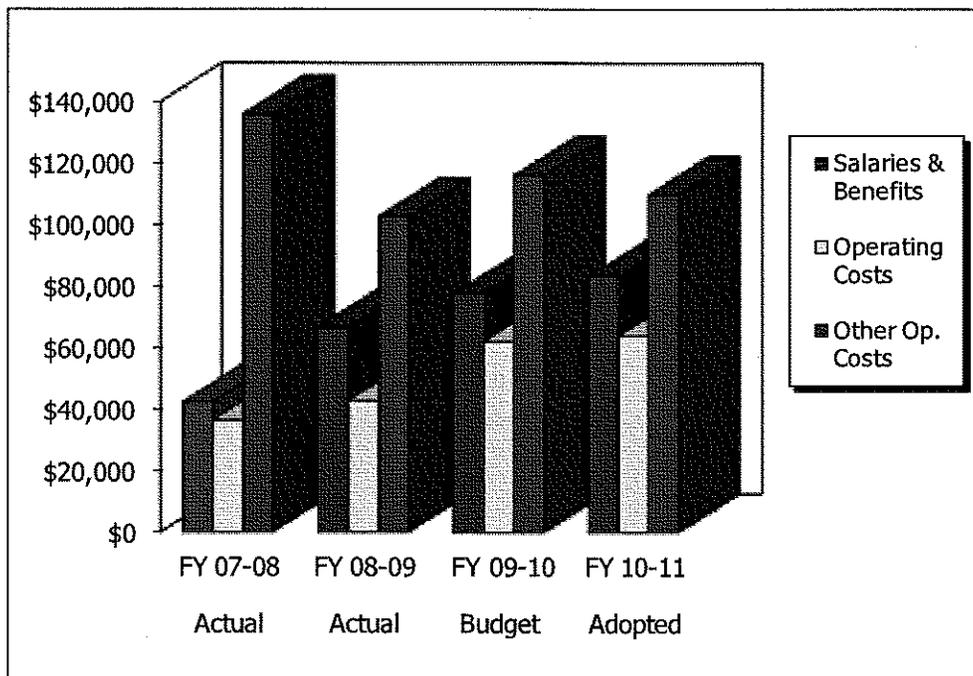


**2010-2011 BUDGET HIGHLIGHTS**

There were no significant changes from last year's budget. (See Trend Analysis for an explanation of other charges.)

**DEPARTMENTAL SUMMARY**

	Actual FY 07-08	Actual FY 08-09	Budget FY 09-10	Adopted FY 10-11
<b>Revenue</b>				
Charges to other funds	\$ 229,840	\$ 224,199	\$ 253,815	\$ 256,480
<b>Total Revenue</b>	<b>229,840</b>	<b>224,199</b>	<b>253,815</b>	<b>256,480</b>
<b>Expenditures</b>				
Salaries & Benefits	42,419	66,760	77,667	83,199
Operating Costs	36,379	42,632	62,070	63,895
Other Op. Costs	135,918	102,620	116,052	109,805
<b>Total Expenditures</b>	<b>214,716</b>	<b>212,012</b>	<b>255,789</b>	<b>256,899</b>
Revenues over (under) Expenditures	\$ 15,124	\$ 12,187	\$ (1,974)	\$ (419)
Full-Time Employees	1	2	2	2

**TREND ANALYSIS**

Increases in Salaries and Benefits of \$24,341 in FY 08-09 are due to an additional full-time employee, cost of living adjustments and employee merit raises. The FY 09-10 budget includes an increase of \$10,907 due to normal increase in salaries and benefits. The FY 10-11 budget for Salaries and benefits includes an increase of \$5,532. This increase includes the required State Retirement contribution of an additional 1.63% for all non-law enforcement employees. We received notification

from the State Retirement system that this increase was due to investment losses sustained by the fund during 2008. With the City's renewal of health and dental insurance, we have included a 10% increase for dental coverage and a 7% increase for health coverage. The majority of the increase in Salaries and benefits for FY10-11 is related to a 4% salary adjustment for employees. Employees have not received a cost of living increase nor a performance based increase since FY 08-09.

In FY 07-08 Operating Costs increased \$17,387 primarily due to higher insurance costs of \$11,197 in addition contract costs and cleaning and maintenance supplies costs increased. Increases in Operating Costs of \$6,253 in FY 08-09 are primarily due to an increase in department supplies and insurance. Increases of \$19,438 in FY 09-10 budget are due to increases in contracted professional services, electricity, and sewer charges. There were no significant changes for the FY 10-11 budget.

Increases in Other Operating Costs of \$50,559 in FY07-08 are due to an increase of \$13,916 in utilities (primarily electricity) and contracting out janitorial services of \$37,350. In FY08-09, Other Operating Costs decreased \$33,298 primarily due to replacing the Contracted Professional services with the hiring of a full-time custodial position to assist in the cleaning and maintenance of City Hall. Increases of \$13,432 for FY 09-10 were due to increases in electricity and contracted professional services. The decrease of \$6,247 for FY 10-11 budget was primarily due to a decrease in contracted professional services.

### FY 09-10 ACCOMPLISHMENTS

Custodial Staff supported 46 City and County Council meetings, 9 Council workshops and 25 special meetings and events. Facilities Maintenance Staff continues to provide "on demand" response support for the reconfiguration of Council Chambers, meeting rooms and classrooms.

### PERFORMANCE MEASURES

	<u>Target</u>	<u>FY 08-09 Actual</u>	<u>Jul 09- Mar 10 Actual</u>
Provide outstanding and courteous customer service to the citizens as well as City employees. Service complaints will be kept to 5 or less.	5 or less	0	0
Provide a safe working environment for City employees in the offices and in the corridors of City Hall. Safety committee violations will be kept to 5 or less.	5 or less	0	0
Continue to see that all areas of City Hall are kept in clean and sanitary condition.	Daily	Daily	Daily
Clean and service Council Chambers and all Conference rooms before all meetings, ceremonies and special programs.	Daily	Daily	Daily

## **INFORMATION TECHNOLOGY SERVICES DEPARTMENT**

**Fund:** Information Technology Services Fund

**Function:** Internal Service

### **MISSION**

*To serve as a consultant to the City Council, City Manager, other departments and staff of the City of Jacksonville in the management and use of information technology.*

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### **GOALS FOR FY 10-11**

The ITS Department's goals support the City Council's goals by enabling the City to provide adequate City services as the City grows. The Department's short-term goals for the coming year are as follows:

#### **Initiative:**

The ITS Department will continue to implement a Citrix virtualized Desktop environment. Citrix is allowing us to load our applications centrally on redundant Servers and push those out over the network to client machines. During the initial implementation we are keeping most of the current personal computers in place and loading the Citrix client on them, these machines will eventually be replaced with thin clients. The thin clients will no longer have local storage, creating a centrally managed desktop environment. When this project is complete it will greatly reduce client administration and technical troubleshooting times, allowing us to operate more efficiently and increase productivity. Once this environment is implemented it will save the City money by reducing the lifecycle requirements.

Implement a Citizen Request Tracking System to improve responsiveness to Citizen requests by automatically assigning and notifying the appropriate staff as a call is entered, and adding reminders to ensure necessary follow-up is completed.

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**Narrative.** The ITS Department, is composed of three sections:

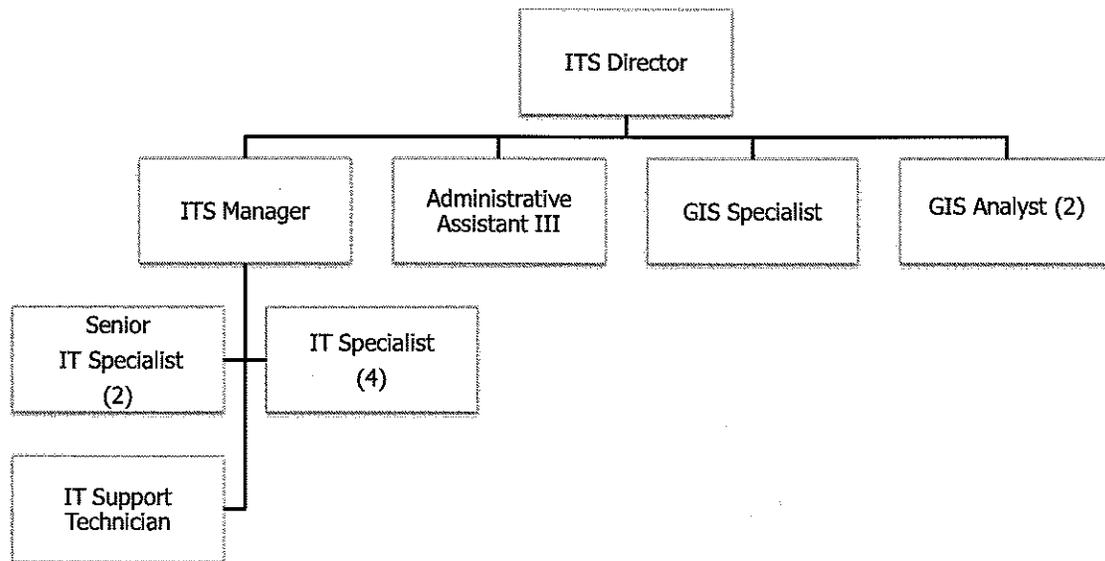
**Administrative Division** - Responsible for overall leadership and direction of the department, including strategic planning, budget development and implementation, goal setting and implementation of City-wide technology planning, standards, policies and procedures. The division also provides guidance and assistance regarding technical matters to all City departments, including grant writing support and RFP/RFB creation and support. The division establishes and monitors maintenance contracts for all technology-related items such as printers/copiers, radios, cell phones, fiber optics and other equipment, as well as budgets for and processes payments for cell phone and telephone services. It is also the central point of contact for any and all supplies such as inks, toners, and paper products for the City's printing needs.

**Technical Operations Division** - Maintains the City's network infrastructure. This division provides a layered network security system to protect the network infrastructure. The daily maintenance and monitoring of these network- and client-based security tools ensures safe and reliable data transmission and workflow. The division supports two dedicated links to the Department of Criminal

Information's network. These circuits provide access for our Police department and Dispatchers to run person and vehicle inquiries directly to the State of NC Technical Operations Division. This division ITS maintains the City's Voice Over IP telephone communications system and is responsible for the configuration and maintenance of two AS400 midrange computing systems. The Technical Operations Division also has the responsibility of configuring and maintaining all of the City's servers and personal computers, providing 24-hour on-call service. The division provides support for each City Council meeting and workshop to ensure the sound system, timing, and presentations are run efficiently, and supports other departments through the set-up, configuration, or loan of a laptop, projector, portable sound system, conference phone or any other device for any City or outside function.

**GIS Division** – City departments require GIS data in order to serve specific needs of the city. Citizens can request this information directly. Analysis functions are performed using these databases, such as analysis of zoning districts, existing land use, development constraints, and facility locations. Other areas are demographic analysis for Community Development Block Grants, housing, capital improvement and other projects. GIS also supports economic development programs, such as managing inventories of available sites and buildings suited for industrial and commercial development, and mapping the characteristics of the community and labor force. Staff members can quickly access information on parcel maps, environmentally sensitive areas, zoning, and other planning information for the public. GIS staff generate maps and coverages specific to a department or division to accomplish their mapping goal, and they answer staff and public requests for information concerning parcels, locations, and availability of services.

## Information Technology Services



**2010 -2011 BUDGET HIGHLIGHTS**

ITS is purchasing a system to provide centralized management of citizen and customer requests to track complaints, requests for service, and information. This will improve responsiveness by automatically assigning and notifying the appropriate staff as a call is entered, and adding reminders to ensure necessary follow-up is completed. This system will expand citizen access by providing citizens 24 hour, 7 day-a-week access to enter, review, or update requests over the Internet through the Click2Gov Citizen Request Tracking simple and intuitive user interface. It will also increase citizen and customer satisfaction by capturing all calls at point of contact. There is no need to transfer calls, take the chance of losing calls in the process, or have callers repeat their request or complaint multiple times. The system will expedite request resolution by automatically creating and assigning work requests to the appropriate department with immediate notification of the pending request(\$46,000). This supports Council Goal 6: Measure and Improve Customer Service Level in All Services.

ITS is continuing the Network Lifecycle. The City should lifecycle backbone and data center network equipment to stay current and also increase bandwidth and available ports. Our current networking infrastructure, just like any other piece of technology equipment such as servers, needs to be life cycled to ensure continued compatibility and maintained support. Just like with our server lifecycle, a network equipment lifecycle will ensure that our technology is the most current and productive possible to allow ITS to provide the highest level of service possible to the City's employees. Upgrading the system to keep it current is also needed for efficiency and security. If this is not purchased and there is a failure, there will be down time in the case of failure. This purchase will provide a continuation in case of failure (\$150,000). This supports Council Goal 4: Ensure Adequate Infrastructure to Meet Current Needs and Future Growth of the Community.

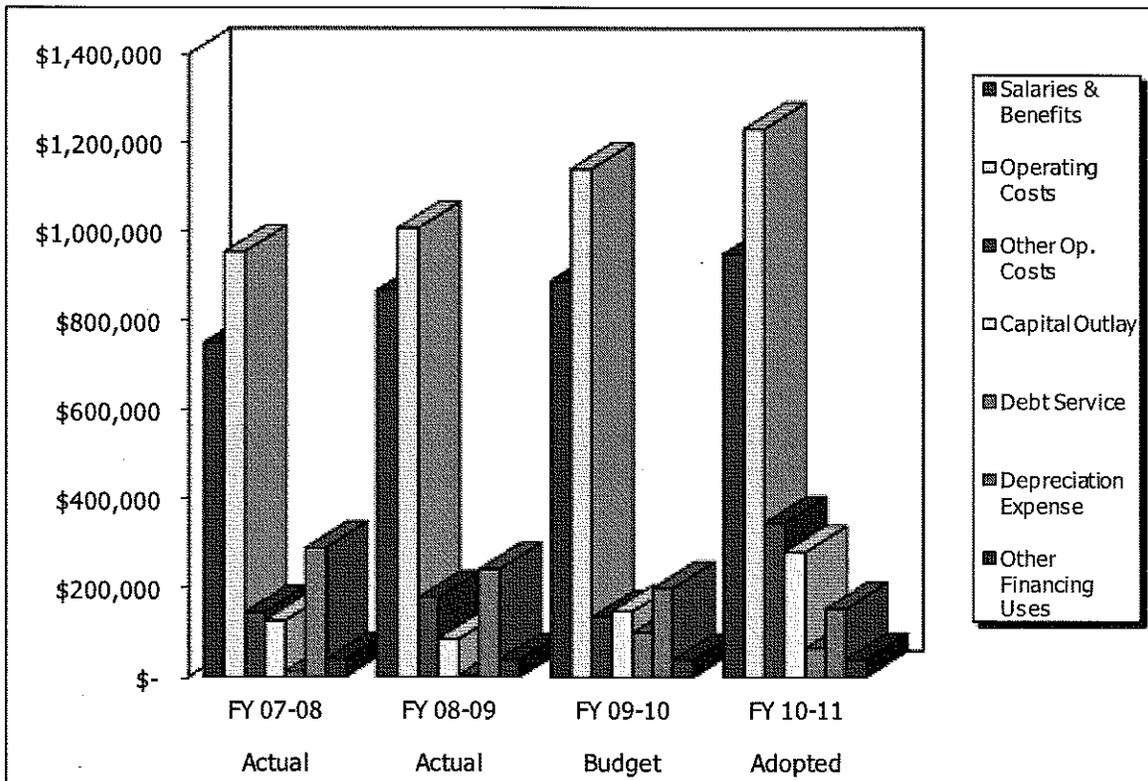
ITS is also recommending the fourth year of a \$40,000 set-aside for lifecycle replacement of the AS400 computers. This set-aside will allow accumulation of funds over a five-year period to pay for the \$200,000 replacement, thereby minimizing the impact of cost allocations on the user departments. This supports Council Goal 4: Ensure Adequate Infrastructure to Meet Current Needs and Future Growth of the Community.

**DEPARTMENTAL SUMMARY**

	Actual FY 07-08	Actual FY 08-09	Budget FY 09-10	Adopted FY 10-11
<b>Revenue</b>				
Charges to Other Funds	\$ 2,342,205	\$ 1,439,438	\$ 2,643,349	\$ 2,851,943
Sale of Fixed Assets	10,355	10,781	7,000	7,000
Miscellaneous Revenues	9,497	75	-	-
Installment Purchase Revenues	220,000	-	-	196,000
Overhead Allocation	65,335	-	-	-
<b>Total Revenue</b>	<b>2,647,392</b>	<b>1,450,294</b>	<b>2,650,349</b>	<b>3,054,943</b>
<b>Expenditures</b>				
Salaries & Benefits	\$ 751,947	\$ 869,131	\$ 890,713	\$ 952,560
Operating Costs	955,449	1,008,694	1,142,638	1,232,801
Other Op. Costs	145,158	178,252	135,094	346,859
Capital Outlay	126,117	84,924	147,675	281,000
Debt Service	12,433	5,258	100,551	66,055
Depreciation Expense	289,601	242,291	200,000	153,500
Other Financing Uses	40,000	40,000	40,000	40,000
<b>Total Expenditures</b>	<b>2,320,705</b>	<b>2,428,550</b>	<b>2,656,671</b>	<b>3,072,775</b>
Revenue over (under) Expenditures	\$ 326,687	\$ (978,256)	\$ (6,322)	\$ (17,832)
Full-Time Employees	11.1	12.1	12.3	12.3

\* One GIS Specialist position is funded by ITS (10%), Transportation Planning (10%), E-911 (20%), and the Water/Sewer Fund (60%).

**TREND ANALYSIS**



FY 07-08 Showed higher Operating Costs that were mainly due to an increase in the number of maintenance contracts required to support both hardware and software that had been purchased over the past several years to support City services (\$249,904), and expansion of the City's wireless capabilities (\$17,875). FY 08-09 costs increased by \$73,512, again mainly due to higher software and hardware maintenance contracts. FY 09-10 contracts had an increase of \$112,939; this increase is partially offset by a reduction of \$4,651 in City Hall Maintenance charges, for a total Operating Costs increase of \$108,445 in FY 09-10. The above-mentioned maintenance contracts included items such as Granicus, and Formulytics for the Web Site and Left Hand Networks for storage and Pictometry for the Aerials. NWN Cisco maintenance also showed an increase due to more IT equipment purchased that needed maintenance. FY 09-10 costs reflected an anticipated reduction in the amount of contracted technical services, for an overall reduction of \$20,914.

The increase of \$61,847 in the FY 10-11 budget in Salaries and Benefits is due to an increase in the required State Retirement contribution of an additional 1.14% for Police employees and 1.63% for all others. We received notification from the State Retirement system that this increase was due to investment losses sustained by the fund during 2008. With the City's renewal of health and dental insurance, we have included a 10% increase for dental coverage and a 7% increase for health coverage. The majority of the increase in Salaries and benefits for FY10-11 is related to a 4% salary adjustment for employees. Employees have not received a cost of living increase nor a performance based increase since FY 08-09.

FY 10-11 shows an increase of \$90,163 in operating Costs. These increases are mainly due to an increase in maintenance for current items covered throughout the City, as well as coverage for new licenses and equipment purchased during the FY 09-10 budget year. Items new to the budget include: Citrix license and maintenance, Adobe enterprise license, Storeserver lease, GIS Web hosting, Statseeker and Arc Server maintenance.

Other Operating Costs vary widely from year to year depending on the amount of equipment maintenance or replacement that is required, and the amount of contracted technical services needed to repair or install new equipment, wiring, etc. Capital Outlay Costs also vary depending on the amount of equipment that must be lifecycled.

The ITS Budget for FY 10-11 in Capital Outlay shows a significant increase mainly as a result of Council approved Citrix Desktop Virtualization. This year all of the Lifecycle funds from all of the other City departments were moved to the ITS budget. Next year this should decrease as Citrix is completely deployed. There was also an increase due to the needed lifecycle and expansion of the Storage Area Network in the amount of \$85,000.00.

Other Financing uses include a fourth year of the set-aside of \$40,000 per year for the next five years to be used for lifecycle replacement of the City's AS400 mid-range computer system.

Depreciation is not required to be budgeted; however, due to the budget format which shows trends within the individual departments, depreciation is budgeted each year for comparison purposes.

**FY 09 - 10 Accomplishments**

- **New Water Plant Network Infrastructure/Security Infrastructure** – The ITS Department designed and implemented the network and security (door access, security camera systems, etc.) systems for the New Water Plant. Currently we have a wireless connection for connectivity to the City Network. ITS is now in the process of having a fiber optic cable run from the Emergency Operations Center to the Water Plant. This will be the main network connection with the wireless connection providing a redundant backup connection.
- **AS400 Operating System Upgrades** – The Operating System software on all four partitions of the City's AS400 were upgraded to Version 5 Release 4.
- **E911 Call Taking System Upgrade** – The Police Department's Emergency Call Taking equipment reached the end of life and needed to be replaced in order to ensure that the high quality of service could continue to be met. The previous infrastructure of the system was installed in year 2000. Though the system met acceptable standards, the Positron Simon E-911 Workstations were at End of Life/End of Support and had become obsolete and the manufacturing support was reduced. In addition, the support vendor notified the City of a substantial increase in maintenance over the following year and would not offer support on the Workstations. After researching the available options, the ITS Department purchased and implemented a PLANTCML Patriot E-911 System. The compatible software tools and advanced technology of this system helps ensure that the Public Safety Answering Point (PSAP) remains in compliance with state regulations.
- **Meeting Rooms A & B Audio Visual** – The ITS Department installed a built-in projector, screen and speakers for meeting rooms A and B due to the increasing number of meetings being held, including Council workshops .
- **Storage Area Network Expansion** - This expanded our SAN(Storage Area Network) with 2 more 5.4TB SAS boxes (1 for each location for Redundancy/Disaster Recovery). This allowed us to meet our continuously growing data storage and access needs as we are using media rich applications utilizing large amounts of data (i.e., Video, GIS).
- **Citrix Desktop Virtualization** – The Citrix foundation environment was designed and implemented this past year. Citrix servers were setup and configured for provisioning, application streaming, desktop streaming, user management, and remote access. ITS staff were trained on the administration and setup of the Citrix environment. Approximately 60 users have been converted to Citrix this past year.
- **Website Hosting and Redesign** – ITS completed the process of changing our website hosting provider and content management system to AgileSite. During this process we worked with AgileSite to redesign the look and functionality of the site. AgileSite helped City of Jacksonville ITS personnel identify an appropriate look and feel for our website, create a user-friendly site structure, and provide the features and functionality that are state-of-the-art.
- **Fire Engine Computer Systems** - The ITS Department, at the request of the Fire Chief implemented computer systems in the City of Jacksonville Fire Trucks. This entailed rerouting cabling, installing tablet mounts, and installing monitor kits in the front of the Fire Engines. This allows personnel in the back of the Engines to control the computer and personnel in the front of the truck to see what is on the screen.

- **Laserfiche Document Imaging upgrade** – ITS completed a major upgrade of the City's document imaging system this past year. All scanning stations were upgraded and personnel trained.
- **GeoBlade upgrade** - Geoblade is an in-house mapping program that can be designed so that each department has access to the GIS data that is appropriate to their department. It gives the user access to the data and allows them to create their own queries and maps as it relates to their department, without editing the GIS data itself. It also includes the tracking of police and fire units for Dispatch and individualized queries of crimes for the police department. Specific queries are created by the GIS staff as requested by all departments.
- **GIS Training** - Provided training to various users on the use of the handheld GPS (Global Positioning System) units (Trimble), Pictometry EFS (Electronic Field Study) software, ArcMap and GeoBlade. Training was made available to all city personnel and covered the use of software and the benefits it provided to their departments. Training was made available on the beginning and advanced user levels. Individualized training was provided by GIS staff as necessary.
- **RouteSmart Software Implementation** - Acquired RouteSmart software and attended training on the use of the software. Have been working with Sanitation to implement the use of this software and provide GIS data updates to keep the routes current. RouteSmart is a software that helps automate the planning of routes within a geographical area and manage those routes based on optimal service and lowest cost.

**PERFORMANCE MEASURES**

	<u>Target</u>	<u>FY07-08 Actual</u>	<u>FY08-09 Actual</u>	<u>Jul 09 – Mar 10 Actual</u>
Resolve Help Desk tickets within established timeframe	95%	99%	99%	99%
Maintain "uptime" on City voice and data networks	97%	99%	97.17%	98.72%
Generate maps or conduct analysis within requestor's time requirement	95%	99%	99%	99%
Repair or replace malfunctioning computer equipment within two business days	95%	95%	95%	96%

## **VIDEO MEDIA SERVICES DEPARTMENT**

**Fund:** Video-Media Services

**Function:** Internal Service

### **MISSION**

*To implement the communications goals of the City of Jacksonville to provide effective communications with the Citizens of Jacksonville and to tell the story of the City of Jacksonville.*

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### **GOALS FOR FY 10-11**

The Video-Media Services Department under the direction of the Communications and Community Affairs Director, is responsible for the operation of the Jacksonville-Onslow Government Television Channel (G10); for providing print communication for the City of Jacksonville; and for providing other media and video services as required by the City of Jacksonville. The department has the following goals for the coming fiscal year:

- Provide media services to City interests and in support of the mission, vision and goals of the City. Specifically, the following Council Adopted Goals:
    - Goal 3: Assess and Respond to the Needs of the Community
      - Using effective media resources to develop and refine strategies to engage the public
      - Implement processes to engage the public in the development of program plans
    - Goal 5: Using media resources for helping to encourage the reduction of property tax as a major source of funding,
    - Goal 6: Building Key Relationships
    - In general: Providing awareness to the public about City projects and processes.
  - Provide production support and video services to entities for which contracted services have been pledged.
  - To implement new and updated technology and professional service to improve service to Citizens and customers of the program.
  - Provide strategic resource and leadership for communications projects for City interests.
  - And to Tell the Story of the City of Jacksonville in an effective and compelling way.
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***Narrative:*** Video-Media Services is an internal service fund that provides video programming, media production and general communication strategies to all City departments on an as-needed basis, and to others as provided by contract and Council approved agreements.

The Video-Media Services Department provides for the operation of the Jacksonville-Onslow Government Television channel (G10), print projects for the Citizens and other media forms as time allows. For the Jacksonville-Onslow Government Television channel, the staff provides video coverage of meetings of the City Council, Jacksonville Planning Board and under a paid provision, the Onslow Commissioners and ONWASA. The City also provides services for pay to Onslow County for their informational programming.

Meetings of the Jacksonville Youth Council and other groups are televised as practical and significant efforts are made to produce coordinated video, print and web production of issues before the City such as reduction of grease, inflow and infiltration, stormwater, community development, service on boards and commissions, hazard and disaster preparedness and other issues as the departments desire.

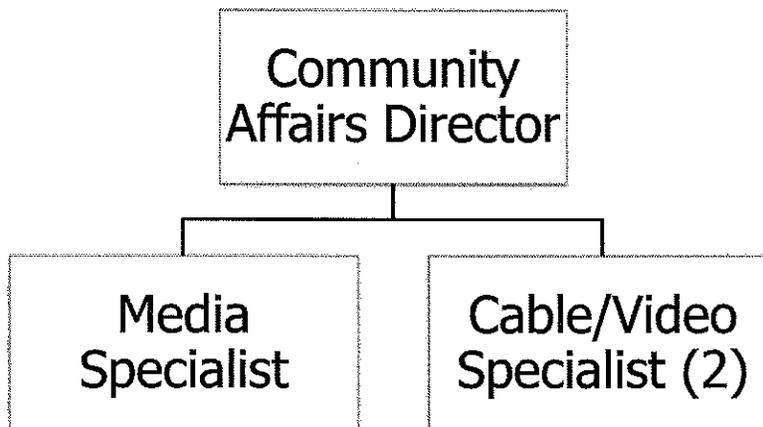
Video coverage is also provided for informational viewing such as Your City, a magazine program, Recreation Department programming, and other subjects of interest to residents. When time allows, the department also produces in-house programming for training and informing City staff. The staff is also responsible for duplicating DVD meeting and program copies for the public as well as script writing, post production editing and on scene production of other programming including Onslow Forums, community events sponsored by the City and related items.

Print design has centered on coordinated campaigns such as the automated sanitation truck, and community development products. Newspaper ads are produced for many projects and a significant amount of work has involved the production of community events such as the Beirut Memorial, Arbor Day, Patriot Day and a host of community forums.

DVD reproduction has significantly increased and the addition of a robotic duplicator is hoped to help reduce the amount of staff time needed for this function.

The Department is headed by the Communications and Community Affairs Director, who is also the head of the Community Programs Department. The Director's salary is funded 100% by the General Fund in the Community Programs budget. While the design services are principally handled by the Communications and Community Affairs Director and one media specialist, the funding for public outreach, print advertisement, the City Calendar and similar items are included in this budget.

## Video/Media



**2010-2011 BUDGET HIGHLIGHTS**

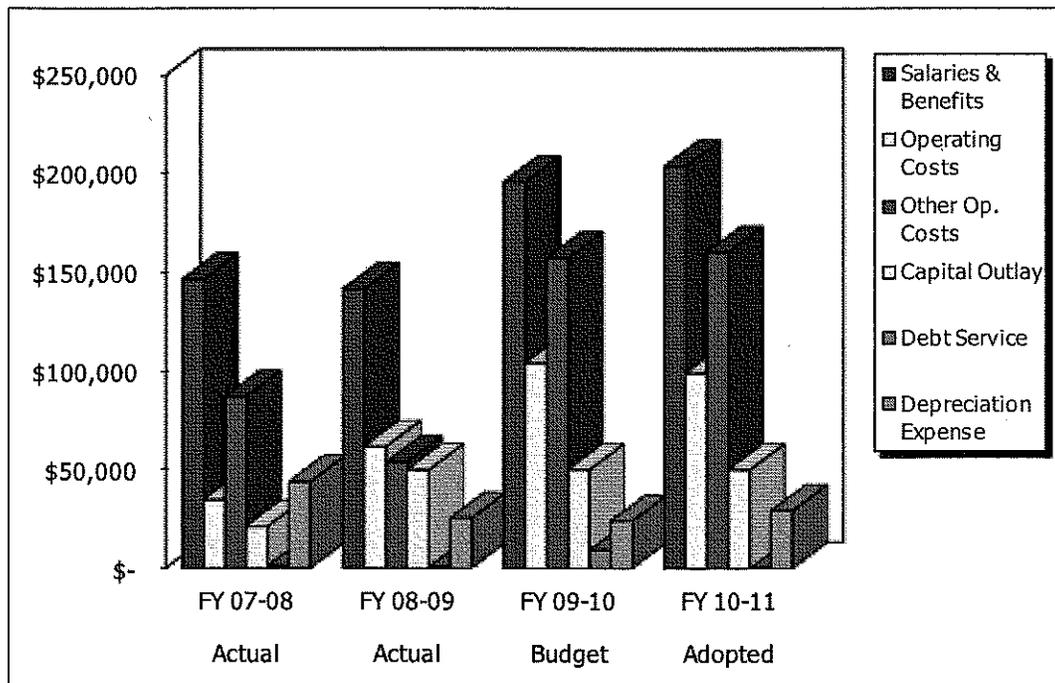
There are no significant changes from last year's budget.

**DEPARTMENTAL SUMMARY**

	Actual FY 07-08	Actual FY 08-09	Budget FY 09-10	Adopted FY 10-11
<b>Revenue</b>				
PEG Grant	\$ 25,000	\$ 24,870	\$ 25,000	\$ 25,000
G10 County Contribution	59,422	69,428	60,000	52,800
ONWASA Contribution	-	-	8,000	6,800
Charges to Other Funds	280,929	293,774	365,261	458,441
Installment Purchase				
Revenue	-	-	-	-
Transfer from General Fund	-	-	-	-
Overhead Allocation	65,362	-	-	-
<b>Total Revenue</b>	<b>430,713</b>	<b>388,072</b>	<b>458,261</b>	<b>543,041</b>
<b>Expenditures</b>				
Salaries & Benefits	\$ 146,563	\$ 141,513	\$ 195,963	\$ 203,845
Operating Costs	34,658	61,518	104,028	98,956
Other Op. Costs	86,985	53,745	157,449	160,361
Capital Outlay	21,034	49,740	50,000	50,000
Debt Service	1,161	607	9,121	-
Depreciation Expense	43,862	25,330	23,950	29,200
<b>Total Expenditures</b>	<b>334,263</b>	<b>332,453</b>	<b>540,511</b>	<b>542,362</b>
Revenue over (under) Expenditures	\$ 96,450	\$ 55,619	\$ (82,250)	\$ 679
Full-Time Employees	2	2	3	3

Depreciation is not required to be budgeted; however, due to the budget format which shows trends within the individual departments, depreciation is budgeted each year for comparison purposes.

## TREND ANALYSIS



FY 08-09 Salary & Benefits costs went down as a result of the elimination of the liability for compensatory time. The FY 09-10 increase of \$54,450 was due to a new media specialist position to assist principally with web, print and strategic planning as well as rotation for the other tasks for Media Services. Increases to FY 10-11 Salaries & Benefits include mandatory 1.63% increase to the State Retirement contribution; increases in health and dental insurance costs; and a 4% salary adjustment for employees. Employees have not received a general wage adjustment nor a performance based increase since FY 08-09.

The FY 08-09 Operating Costs increase of \$26,860 reflected the purchase of monthly maintenance contracts for video equipment purchased in the previous two years, and additional training, supplies, dues, and memberships for staff. Also, beginning in FY 08-09 included expenses for print advertising. Operating Costs in FY 09-10 increased by \$42,510 mainly due to additional advertising (\$3,000), and costs in supplies, dues/memberships, cell phone, etc., associated with the new position. Operating Costs in FY 10-11 decreased (\$5,000) in contracted maintenance.

Other Operating Costs in FY 08-09 decreased due to a decrease in the purchase of equipment compared to FY 07-08. In the current FY 09-10 budget, the ITS allocation increased by \$33,062 due to the additional ITS services and maintenance of video equipment and computers; contracted services increased by \$20,000 that serves as contingency for unforeseen technical services; and a \$30,000 reserve for insurance deductible was included. Additionally, FY 09-10 includes funds for the purchase of additional equipment and software. In FY10-11, Contracted Professional decreased by (\$15,105) but increased in Contracted Technical (\$10,000) and ITS Charges increased by (\$12,763).

FY 08-09 Capital Outlay increased primarily as a result of an environmental control system for the video/media staff area (\$20,000 – not installed and unspent) and information channel upgrades (\$20,000), as well as the provision made for the PEG grant (a matching grant up to \$25,000).

Revenue for this division comes from the City allocation, the PEG Grant and the payments from the County and ONWASA to the City. The Onslow County agreement calls for a \$40,000 base

payment and then production costs for recording meetings and programs with a discount for items recorded in City Hall.

Note that funding for this Department incorporates all spending for media services and not exclusively for the operation of G10, with the exception of the Communications and Community Affairs Director.

For FY11 the following amounts are anticipated:

<b>Onslow County</b>		Meetings	Production	Base Support	Totals
FY10	First Quarter	\$2,000	\$1,200	\$10,000	\$13,200
FY10	Second Quarter	\$2,000	\$1,200	\$10,000	\$13,200
FY10	Third Quarter	\$2,000	\$1,200	\$10,000	\$13,200
FY10	Fourth Quarter	\$2,000	\$1,200	\$10,000	\$13,200
		<b>\$8,000</b>	<b>\$4,800</b>	<b>\$40,000</b>	<b>\$52,800</b>
<b>ONWASA</b>					
FY10	First Quarter	\$1,700			
FY10	Second Quarter	\$1,700			
FY10	Third Quarter	\$1,700			
FY10	Fourth Quarter	\$1,700			
		<b>\$6,800</b>			
					<b>\$6,800</b>
				<b>Totals</b>	<b>\$59,600</b>

The amounts are lower than the previous year for two reasons; both ONWASA and the County are now meeting at City Hall where the charges to the governments are lower, and meeting length times are lower than in some past years.

The governments are charged \$165 per hour for on-site production and \$100 for production done in City Hall. We anticipate a minimum of \$59,600 in payments to the City from the two entities.

**FY 09-10 ACCOMPLISHMENTS**

- Production of more than 86 hours of Jacksonville City Council meetings
- Production of more than 84 hours of County Commission meetings
- Production of more than 80 hours of County productions
- Production of more than 165 hours of City productions
- Duplication of more than 725 DVDs for the public and others
- Assistance with more than 12 in house productions
- Assistance or production of more than 24 print pieces
- Preparation of more than 56 PowerPoint presentations

**PERFORMANCE MEASURES**

	<b><u>Target</u></b>	<b><u>FY 08-09 Actual</u></b>	<b><u>Jul 09 – Mar 10 Actual</u></b>
Operate the Jacksonville-Onslow Government Television Channel without program interruption	September 30	September 30	September 30
Provide at least one new non-meeting program on the average of one a week by the end of the 2 <sup>nd</sup> quarter	December 31	December 31	December 31
Write, Shoot and Edit Your City, Recreation and other standard program for each month by the end of the 1 <sup>st</sup> quarter	September 30	September 30	September 30
Provide a standards, branding and usage guide for the City	September	New	New
Increase the number of produced print pieces by 20 during FY11	March 2011	New	New
Provide archival copies of all public meetings within 1 week to the clerks of the City and County boards by the end of the 1 <sup>st</sup> quarter	September 30	September 30	September 30
Update all nondepartmental spaces on the website, provide updated content to the website for general spaces and provide content assistance to all departments as requested.	December	New	New
Provide training opportunities for Youth and Citizens interested in media services to include participation in the Intern Program	December	New	New

## HEALTH BENEFITS

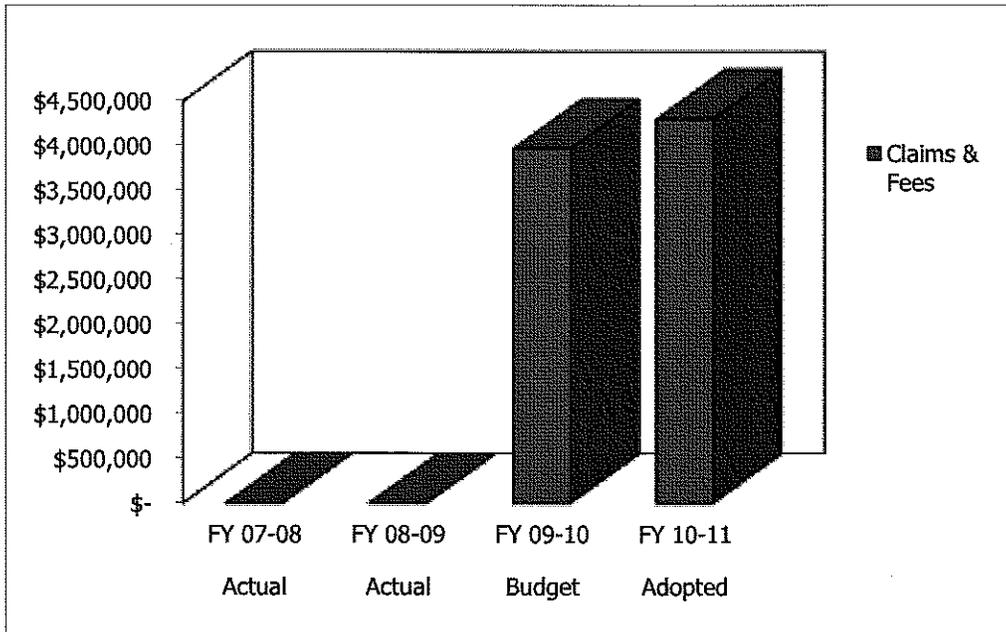
**Fund:** Self Insurance

**Function:** Internal Service

### DEPARTMENTAL SUMMARY

	Actual FY 07-08	Actual FY 08-09	Budget FY 09-10	Adopted FY 10-11
<b>Revenue</b>				
Charges to Other Funds	\$ -	\$ -	\$ 3,014,907	\$ 3,158,023
Employee Contributions	-	-	754,778	943,852
Other Financing Uses	-	-	200,000	200,000
<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>3,969,685</b>	<b>4,301,875</b>
<b>Expenditures</b>				
Claims & Fees	-	-	3,969,685	4,301,900
<b>Total Expenditures</b>	<b>-</b>	<b>-</b>	<b>3,969,685</b>	<b>4,301,900</b>
<b>Revenue over (under) Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (954,778)</b>	<b>\$ (1,143,877)</b>

### TREND ANALYSIS



The Salaries and Benefits amounts shown in the FY 09-10 budget represent the amount expected to be expended for health, dental and flexible spending claims. This was a new fund for FY 09-10 and was established in order to more closely track the expenditures that are related to our self insurance function. These actual expenditures have previously been tracked in a single account in the General Fund. The increases in the FY 10-11 budget are due to normal increases in health insurance and benefits costs.

**City of Jacksonville  
FY 2011 Budget  
Adopted Capital Equipment and Capital Projects**

DEPARTMENT	SUPP. FORM #	DESCRIPTION	DEBT SERVICE	TOTAL REQUEST	ADOPTED FY 10-11
<b>FINANCE 4405</b>					
DEPT. REQUEST		ADDITIONAL PHONE LINES FOR IVR SYSTEM	-	6,000	6,000
<b>*TOTAL FINANCE</b>			-	6,000	6,000
<b>POLICE 5105</b>					
DEPT. REQUEST		HEATING AND AIR CONDITIONER REPLACEMENT FUNDS	-	30,000	30,000
		INSTALLATION AND MARKING OF NEW VEHICLES	-	20,000	20,000
		REPLACEMENT PATROL VEHICLES AND EQUIPMENT (13)	95,371	324,116	324,116
		QUICKLINK SOFTWARE	10,005	34,000	34,000
		(5) FIVE VEHICLES AND EQUIPMENT (COPS GRANT PD1002)	59,257	201,374	201,374
SUPPLEMENTAL REQUEST	6	VEHICLE UPGRADES #335 AND #351	1,334	4,532	4,532
<b>* TOTAL POLICE</b>			155,962	560,022	560,022
<b>FIRE 5305</b>					
DEPT. REQUEST		REPLACEMENT THERMAL IMAGING CAMERA	-	12,000	12,000
		REPLACEMENT ENGINE #1	89,642	498,406	498,406
SUPPLEMENTAL REQUEST	2	ENGINE #3 EQUIPMENT	-	52,825	52,825
<b>*TOTAL FIRE</b>			89,642	563,231	563,231
<b>INSPECTIONS 5410</b>					
DEPT. REQUEST		REPLACEMENT VEHICLE #558	4,224	22,666	22,666
<b>* TOTAL INSPECTIONS</b>			4,224	22,666	22,666
<b>FACILITIES MAINTENANCE 5520</b>					
DEPT. REQUEST		REPLACEMENT VEHICLE #610	4,992	26,786	26,786
SUPPLEMENTAL REQUEST	4	UPGRADE VEHICLE #610	989	5,305	5,305
	6	PANEL VAN	3,648	19,576	19,576
<b>*TOTAL FACILITIES MAINTENANCE</b>			9,629	51,667	51,667
<b>RECREATION/ CENTERS 6545</b>					
DEPT. REQUEST		REPLACEMENT OF SOUND SYSTEM JACKSONVILLE COMMONS GYM	-	9,132	9,132
<b>* TOTAL RECREATION/CENTERS</b>			-	9,132	9,132
<b>RECREATION/ PARKS 6550</b>					
DEPT. REQUEST		REPLACEMENT VEHICLE #956 MOWER	-	-	-
		REPLACEMENT VEHICLE #950 MOWER	2,330	12,500	12,500
		REPLACEMENT VEHICLE #951 MOWER	2,609	14,000	14,000
			2,609	14,000	14,000
<b>* TOTAL RECREATION/PARKS</b>			7,548	40,500	40,500
<b>**TOTAL GENERAL FUND EQUIPMENT</b>			<b>267,005</b>	<b>1,253,218</b>	<b>1,253,218</b>

**City of Jacksonville  
FY 2011 Budget  
Adopted Capital Equipment and Capital Projects**

DEPARTMENT	SUPP. FORM #	DESCRIPTION	DEBT SERVICE	TOTAL REQUEST	ADOPTED FY 10-11
<b>GENERAL FUND CAPITAL PROJECTS</b>					
FUNDED FROM INSTALLMENT PURCHASE REVENUE					
		FIRE STATION #5 GF0401	267,922	267,500	267,500
		NORTHWOODS FIRE ST RENOVATION GF1008	63,068	190,000	190,000
		JACKSONVILLE COMMONS GYM FLOOR GF1101	32,594	323,000	323,000
			<hr/>	<hr/>	<hr/>
			363,584	780,500	780,500
CAPITAL PROJECTS FUNDED BY GENERAL FUND					
		PUBLIC SAFETY HEADQUARTERS FACILITY GF0601 (Dedicated Prop Tax Revenue)	-	1,770,910	1,770,910
		FIREARMS TRAINING RANGE IMPROVEMENTS GF0904	-	161,500	161,500
		FIRE STATION #5 GF0401	-	200,000	200,000
		NORTHEAST CREEK PARK GF1109	-	21,000	21,000
		MARKET STREET PARK GF1113	-	35,000	35,000
		JACK AMYETTE RECREATION CENTER GF1115	-	80,000	80,000
			<hr/>	<hr/>	<hr/>
			-	2,268,410	2,268,410
FUNDED BY OTHER SOURCES					
		MARINE CORPS MUSEUM GF0207	-	100,000	100,000
		VIETNAM VETERANS MEMORIAL GF0314	-	100,000	100,000
		FY11 SIDEWALK INSTALLATION GF1106	-	198,000	198,000
		NCDOT PARTNERED PED IMPROVEMENTS GF1107	-	271,000	271,000
		FY11 STREET RECLAMATION GF1104	-	520,000	520,000
		ENOUGH LANE INTERSECTION IMPROVEMENTS GF1105	-	28,000	28,000
		STREETS HANDICAPP ACCESSIBILITY IMPROVEMENTS	-	25,000	25,000
		BORDEAUX STREET REHABILITATION GF1112	-	115,000	115,000
			<hr/>	<hr/>	<hr/>
			-	1,357,000	1,357,000
<b>** TOTAL GENERAL FUND CAPITAL PROJECTS</b>			<b>363,584</b>	<b>4,405,910</b>	<b>4,405,910</b>
<b>*** TOTAL GENERAL FUND EQUIPMENT AND CAPITAL PROJECTS</b>			<b>630,589</b>	<b>5,659,128</b>	<b>5,659,128</b>
<b>WATER/SEWER</b>					
<b>PUBLIC UTILITY ADMINISTRATION 7105</b>					
DEPT. REQUEST		REPLACEMENT VEHICLE #577	4,224	22,666	22,666
<b>* TOTAL PUBLIC UTILITY ADMINISTRATION</b>			<hr/>	<hr/>	<hr/>
			4,224	22,666	22,666
<b>WATER/SEWER</b>					
<b>PUBLIC UTILITY ENGINEERING 7110</b>					
DEPT. REQUEST		REPLACEMENT VEHICLE #573	4,127	21,636	21,636
<b>* TOTAL PUBLIC UTILITY ENGINEERING</b>			<hr/>	<hr/>	<hr/>
			4,127	21,636	21,636
<b>WATER/SEWER</b>					
<b>PUBLIC UTILITY WATER SUPPLY 7120</b>					
SUPPLEMENTAL REQUEST	1	COMPACT PICKUP TRUCK W/ EXTENDED CAB	3,657	19,061	19,061
<b>* TOTAL PUBLIC UTILITY WATER SUPPLY</b>			<hr/>	<hr/>	<hr/>
			3,657	19,061	19,061
<b>UTILITIES MAINTENANCE 7140</b>					
DEPT. REQUEST		REPLACEMENT VEHICLE #805	5,929	30,906	30,906
		REPLACEMENT VEHICLE #806	52,948	276,006	276,006
		REPLACEMENT VEHICLE #824	5,731	29,876	29,876
SUPPLEMENTAL REQUEST	1	UPGRADE VEHICLE #805	6,520	33,990	33,990
	3	UPGRADE VEHICLE #806	14,388	75,000	75,000
	4	UPGRADE VEHICLE #824	790	4,120	4,120
<b>* TOTAL UTILITIES MAINTENANCE</b>			<hr/>	<hr/>	<hr/>
			80,575	420,022	420,022
<b>WASTEWATER 7150</b>					
DEPT. REQUEST		REPLACEMENT VEHICLE #168	2,149	11,200	11,200
SUPPLEMENTAL REQUEST	5	4WD ALL TERRAIN VEHICLE	2,206	11,500	11,500
<b>* TOTAL WASTEWATER</b>			<hr/>	<hr/>	<hr/>
			4,355	22,700	22,700
<b>** TOTAL WATER/SEWER FUND EQUIPMENT</b>			<b>96,938</b>	<b>506,085</b>	<b>506,085</b>

**City of Jacksonville  
FY 2011 Budget  
Adopted Capital Equipment and Capital Projects**

DEPARTMENT	SUPP. FORM #	DESCRIPTION	DEBT SERVICE	TOTAL REQUEST	ADOPTED FY 10-11
<b>WATER / SEWER CAPITAL PROJECTS</b>					
FUNDED BY INSTALLMENT PURCHASE					
		HENDERSON LIFT STATION UPGRADE SF0302		(669,160)	(669,160)
		HOLIDAY SEWER REHABILITATION SF9502		(39,000)	(39,000)
		WILLIAMS STREET WATER/SEWER REHAB SF9502		(15,000)	(15,000)
		WILLIAMS STREET WATER/SEWER REHAB WF9501		(10,000)	(10,000)
		FIRE PROTECTION IMPROVEMENTS SHERWOOD FOREST WF9802		(75,000)	(75,000)
		PUMP STATION REHAB BELLFORK SF0302		(193,000)	(193,000)
		INFLOW AND INFILTRATION PHASE I SF0304		(250,000)	(250,000)
		BROOKVIEW LIFT STATION UPGRADE SF0302	37,672	329,000	329,000
			<u>37,672</u>	<u>(922,160)</u>	<u>(922,160)</u>
FUNDED BY REVENUE BONDS					
		SPRINGDALE LIFT STATION SF1102	61,388	915,000	915,000
		ELLIS LIFT STATION SITE IMPROVEMENTS SF1103	4,361	65,000	65,000
		INFLOW AND INFILTRATION PHASE I SF0304	61,180	911,900	911,900
			<u>164,601</u>	<u>1,891,900</u>	<u>1,891,900</u>
FUNDED BY PROPRIETARY FUND					
		PINEY GREEN & 17 WATER SERVICE AREA WF1002	-	290,000	290,000
		WW COLLECTION SYSTEM IMP-M AIN OUTFALL F1 SF1106	-	78,000	78,000
		FY11 SEWER REPLACEMENTS SF1101	-	45,000	45,000
		SPRINGDALE LIFT STATION SF1102	-	80,000	80,000
		ELLIS LIFT STATION SITE IMPROVEMENTS SF1103	-	10,000	10,000
		PARKWOOD REGIONAL LIFT STATION/FORCEMAIN SF1104	-	150,000	150,000
		WESTERN TRUNK SEWER LOWER SF1105	-	50,000	50,000
		UTILITIES RELOCATION AND WATER SUPPLY IMPROVEMENTS	-	80,000	80,000
			<u>-</u>	<u>783,000</u>	<u>783,000</u>
FUNDED BY OTHER SOURCES					
		REHAB OF 3 LIFT STATIONS (HOLIDAY CITY, COUNTRY CLUB VILLAS, GEORGETOWN)	-	430,000	430,000
			<u>-</u>	<u>430,000</u>	<u>430,000</u>
<b>** TOTAL WATER / SEWER CAPITAL PROJECTS</b>			<b>202,273</b>	<b>2,182,740</b>	<b>2,182,740</b>
<b>*** TOTAL WATER / SEWER FUND EQUIPMENT AND CAPITAL PROJECTS</b>			<b>299,211</b>	<b>2,688,825</b>	<b>2,688,825</b>
<b>SOLID WASTE DISPOSAL FUND 543 (5810)</b>					
DEPT. REQUEST					
		REPLACEMENT VEHICLE #103	33,570	176,006	176,006
		REPLACEMENT VEHICLE #104	33,570	176,006	176,006
SUPPLEMENTAL REQUEST					
	1	UPGRADE VEHICLE #103	12,398	65,000	65,000
<b>*TOTAL SOLID WASTE DISPOSAL</b>			<b>79,538</b>	<b>417,012</b>	<b>417,012</b>
<b>** TOTAL SOLID WASTE DISPOSAL EQUIPMENT</b>			<b>79,538</b>	<b>417,012</b>	<b>417,012</b>
<b>STORMWATER/WATER QUALITY FUND 550 (5515)</b>					
DEPT. REQUEST					
		TRIMBLE 5800 SURVEY GRADE RTK	4,477	15,000	15,000
<b>*TOTAL STORMWATER/WATER QUALITY</b>			<b>4,477</b>	<b>15,000</b>	<b>15,000</b>
<b>STORMWATER/DRAINAGE FUND 550 (5615)</b>					
DEPT. REQUEST					
		REPLACEMENT VEHICLE #720	18,310	84,000	84,000
SUPPLEMENTAL REQUEST					
	1	UPGRADE FOR VEHICLE #720	2,289	12,000	12,000
<b>*TOTAL STORMWATER/DRAINAGE</b>			<b>20,599</b>	<b>96,000</b>	<b>96,000</b>
<b>** TOTAL STORMWATER/WATER QUALITY EQUIPMENT</b>			<b>25,076</b>	<b>111,000</b>	<b>111,000</b>
<b>STORMWATER/WATER QUALITY CAPITAL PROJECTS</b>					
FUNDED BY INSTALLMENT PURCHASE					
		HERITAGE SQUARE SW0901	15,685	108,500	108,500
		PARKWOOD AREA SW0601	444,310	216,000	216,000
<b>*TOTAL STORMWATER/WATER QUALITY</b>			<b>459,995</b>	<b>324,500</b>	<b>324,500</b>
<b>** TOTAL STORMWATER/WATER QUALITY CAPITAL PROJECTS</b>			<b>459,995</b>	<b>324,500</b>	<b>324,500</b>

**City of Jacksonville  
FY 2011 Budget  
Adopted Capital Equipment and Capital Projects**

DEPARTMENT	SUPP. FORM #	DESCRIPTION	DEBT SERVICE	TOTAL REQUEST	ADOPTED FY 10-11
<b>*** TOTAL STORMWATER/WATER QUALITY EQUIPMENT AND CAPITAL PROJECTS</b>			<b>485,071</b>	<b>435,500</b>	<b>435,500</b>
<b>INTERNAL SERVICE FUNDS</b>					
<b>ITS 642</b>					
DEPT. REQUEST		SAN REPLACEMENT (STORAGE AREA NETWORK)	-	85,000	85,000
SUPPLEMENTAL REQUEST	1	NETWORK LIFECYCLE	44,139	150,000	150,000
	2	CONTACT MANAGEMENT SYSTEM	13,536	46,000	46,000
<b>* TOTAL ITS</b>			<b>57,675</b>	<b>281,000</b>	<b>281,000</b>
<b>VIDEO/MEDIA SERVICES 643</b>					
DEPT. REQUEST		VIDEO/MEDIA EQUIPMENT	-	50,000	50,000
<b>* TOTAL VIDEO MEDIA SERVICES</b>			<b>-</b>	<b>50,000</b>	<b>50,000</b>
<b>** TOTAL INTERNAL SERVICE FUNDS EQUIPMENT</b>			<b>57,675</b>	<b>331,000</b>	<b>331,000</b>
<b>INTERNAL SERVICE FUNDS CAPITAL PROJECTS</b>					
FUNDED BY PROPRIETARY FUND		AS400 LIFECYCLE DP0601	-	40,000	40,000
			<b>-</b>	<b>40,000</b>	<b>40,000</b>
<b>** TOTAL INTERNAL SERVICE FUNDS CAPITAL PROJECTS</b>			<b>-</b>	<b>40,000</b>	<b>40,000</b>
<b>*** TOTAL INTERNAL SERVICE FUNDS EQUIPMENT AND CAPITAL PROJECTS</b>			<b>57,675</b>	<b>371,000</b>	<b>371,000</b>
<b>SCHOOL RESOURCE OFFICER 225</b>					
DEPT. REQUEST		(3) THREE SEGWAYS	-	20,370	20,370
		VEHICLE LIFECYCLE	-	21,000	21,000
<b>TOTAL SCHOOL RESOURCE OFFICER</b>			<b>-</b>	<b>41,370</b>	<b>41,370</b>
<b>** TOTAL SCHOOL RESOURCE OFFICER</b>			<b>-</b>	<b>41,370</b>	<b>41,370</b>
<b>2011 TRANSPORTATION PROJECT</b>					
FUNDED BY OTHER SOURCES		JACKSONVILLE COMMONS PARK AND RIDE TR1102	-	453,000	453,000
<b>** TOTAL 2011 TRANSPORTATION PROJECT</b>			<b>-</b>	<b>453,000</b>	<b>453,000</b>
<b>PUBLIC SAFETY PROJECT</b>					
FUNDED BY GENERAL FUND		800MHZ RADIO SYSTEM UPGRADE	-	150,000	150,000
<b>** TOTAL PUBLIC SAFETY PROJECT</b>			<b>-</b>	<b>150,000</b>	<b>150,000</b>
<b>CITY - WIDE CAPITAL EQUIPMENT AND CAPITAL PROJECTS APPROVED</b>					
			<b>DEBT SERVICE</b>	<b>TOTAL REQUEST</b>	<b>ADOPTED FY 2010-2011</b>
<b>*** GRAND TOTAL ALL CAPITAL EQUIPMENT AND CAPITAL PROJECTS APPROVED</b>			<b>1,552,084</b>	<b>10,215,835</b>	<b>10,215,835</b>

**DEBT SERVICE SCHEDULE FY 2010-2011**

	Balance 6/30/2010	Proceeds	Interest	Principal	Balance 6/30/2011
<b><u>GENERAL FUND</u></b>					
<b>Installment Purchase Contracts</b>					
2001 -800 MHz System	79,866		1,253	79,866	-
2003- City Hall	2,472,223		91,629	333,333	2,138,890
2006-Installment-Vehicles & Equipment	7,492		42	7,492	-
2006-Installment-Vehicles & Equip. Powell Bill	9,677		55	9,677	-
2006-Ladder Truck	127,568		2,220	127,568	-
2007-Vehicles & Equipment	77,273		2,119	48,258	29,015
2007-Vehicles & Equip. Powell Bill	13,325		366	8,322	5,003
2007-Park and Water Projects	2,181,427		83,537	146,266	2,035,161
2008- Vehicles & Equip	33,786		1,051	16,556	17,230
2008-Vehicles & Equip	20,412		67	20,412	-
2009- Vehicles & Equip	481,680		9,468	337,959	143,721
2009-Vehicles & Equip	81,540		2,102	23,621	57,919
2009-Vehicles & Equip Powell Bill	188,608		4,862	54,637	133,971
2010-Vehicles & Equip	585,692		8,910	239,152	346,540
2010-Vehicles & Equip	470,320		10,414	104,128	366,192
2010-Vehicles & Equip Powell Bill	20,533		455	4,546	15,987
<b>Adopted Financing FY 2010-2011</b>					
2011-Capital Projects		(252,531)	1,170,934	1,291,525	(1,544,056)
2011-Vehicles & Equipment		976,487	26,312	196,738	779,749
2011-Vehicles & Equip Powell Bill		-	-	-	-
2011-Capital Projects Powell Bill		-	5,858	8,887	(8,887)
<b>Total General Fund</b>	\$ 6,851,422	\$ 723,956	\$ 1,421,654	\$ 3,058,943	\$ 4,516,435
<b><u>INTERNAL SERVICE FUNDS</u></b>					
<b>Installment Purchase Contracts</b>					
2006-Vehicles & Equipment	976		5	976	-
2009-Vehicles & Equipment	17,340		384	3,839	13,501
<b>Adopted Financing FY 2010-2011</b>					
		-	-	-	-
<b>Total Fleet Maintenance</b>	18,316	-	389	4,815	13,501
<b>Installment Purchase Contracts</b>					
2008-Vehicles & Equipment	8,352		28	8,352	-
<b>Adopted Financing FY 2010-2011</b>					
2011-Vehicles & Equipment		196,000	5,087	52,588	143,412
<b>Total Information Technology Services</b>	8,352	196,000	5,115	60,940	143,412

**DEBT SERVICE SCHEDULE FY 2010-2011**

	Balance 6/30/2010	Proceeds	Interest	Principal	Balance 6/30/2011
<b>Installment Purchase Contracts</b>					
2007- Vehicles & Equipment	-		-	-	-
<b>Total Video/Media Services</b>	-	-	-	-	-

<b>Total General Fund, Internal Service Funds</b>	\$ 6,878,090	\$ 919,956	\$ 1,427,158	\$ 3,124,698	\$ 4,673,348
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**WATER/SEWER FUND**

**State Revolving Loans**

1997-17 State RLF \$15,000,000	4,500,000		160,650	750,000	3,750,000
1996-16 State Loan \$5,000,000	1,500,000		76,666	250,000	1,250,000
1997-17 State RLF \$2,836,415	992,745		30,130	141,821	850,924
1997-17 State RLF \$3,000,000	1,050,000		31,868	150,000	900,000
2004-24 State RLF \$1,000,000	400,000		11,280	100,000	300,000
2010-29 State RLF \$27,955,716	26,557,930		557,717	1,397,786	25,160,144
2010-29 State RLF \$12,039,547	11,437,570		274,502	601,977	10,835,593
2010-29 State RLF \$17,500,000	17,500,000		481,777	875,000	16,625,000
2012-31 State RLF \$1,500,000	1,500,000		-	-	1,500,000
<b>Total State Revolving Loans</b>	65,438,245	-	1,624,590	4,266,584	61,171,661

**Installment Purchase Contracts**

2004-Water Tank	977,633		30,310	110,676	866,957
2004-Public Services/Fleet Complex	2,336,097		71,339	286,054	2,050,043
2005-Water Sewer Line Replacements	353,082		10,783	86,469	266,613
2006-Vehicles & Equipment	48,010		274	48,010	-
2006-Water & Sewer Improvements	1,722,693		56,728	293,520	1,429,173
2006-AMR Project	291,582		5,076	291,582	-
2007-Sewer Improvements	5,132,248		182,197	741,625	4,390,623
2007-Vehicles & Equipment	41,402		1,135	25,857	15,545
2007-Pump Station Improvements	501,136		19,191	33,602	467,534
2008-Vehicles & Equipment	52,618		1,635	25,784	26,834
2008-Vehicles & Equipment	241		2	241	-
2009-Vehicles & Equipment	162,871		4,199	47,182	115,689
2010-Vehicles & Equipment	84,273		1,866	18,658	65,615

**WATER/SEWER FUND (Continued)**

**Adopted Financing FY 2010-2011**

2011-Vehicles & Equipment		535,961	19,194	83,475	452,486
2011-Capital Projects		(922,160)	800,280	594,811	(1,516,971)
<b>Total Installment Purchase</b>	11,703,886	(386,199)	1,204,209	2,687,546	8,630,141

**DEBT SERVICE SCHEDULE FY 2010-2011**

	Balance 6/30/2010	Proceeds	Interest	Principal	Balance 6/30/2011
<b>Revenue Bonds</b>					
2010-Revenue Bond A	547,752		16,820	63,521	484,231
2010-Revenue Bond B	638,903		9,462	638,903	-
2010-Revenue Bond C	25,000,000		1,137,500	135,000	24,865,000
<b>Total Revenue Bonds</b>	<b>26,186,655</b>	<b>-</b>	<b>1,163,782</b>	<b>837,424</b>	<b>25,349,231</b>
<b>Total Water/Sewer Fund</b>	\$ 103,328,786	\$ (386,199)	\$ 3,992,581	\$ 7,791,554	\$ 95,151,033
<b>SOLID WASTE FUND</b>					
<b>Installment Purchase Contracts</b>					
2006-Vehicles & Equipment	41,664		236	41,664	-
2007-Vehicles & Equipment	105,245		2,887	65,727	39,518
2008-Vehicles & Equipment	148,926		4,629	72,976	75,950
2009-Vehicles & Equipment	16,865		332	11,833	5,032
2009-Vehicles & Equipment	253,144		6,526	73,333	179,811
2010-Vehicles & Equipment	23,726		525	5,253	18,473
<b>Adopted Financing FY 2010-2011</b>					
2011-Vehicles & Equipment		417,012	14,394	65,144	351,868
<b>Total Solid Waste Fund</b>	\$ 589,570	\$ 417,012	\$ 29,529	\$ 335,930	\$ 670,652
<b>STORMWATER/WATER QUALITY FUND</b>					
<b>Installment Purchase Contracts</b>					
2007- Vehicles & Equip	92,416		2,535	57,714	34,702
2008- Vehicles & Equip	36,249		1,127	17,763	18,486
2009- Vehicles & Equip	111,421		2,872	32,277	79,144
2010-Vehicles & Equip	22,814		505	5,051	17,763
<b>Adopted Financing FY 2010-2011</b>					
2011-Vehicles & Equip		123,000	4,214	20,862	102,138
2011-Capital Projects		324,500	215,763	415,043	(90,543)
<b>Total Stormwater/Water Quality Fund</b>	\$ 262,900	\$ 447,500	\$ 227,016	\$ 548,710	\$ 161,690
<b>GRAND TOTAL ALL FUNDS</b>	\$ 111,059,346	\$ 1,398,269	\$ 5,676,284	\$ 11,800,892	\$ 100,656,723

## EXPLANATION OF TERMS

**Accrual Basis** – Method of accounting wherein revenues are recognized when they are earned and expenses are recognized when they are incurred.

**Ad Valorem Interest** – Interest assessed when taxpayers pay their taxes after December 30th of each year.

**Ad Valorem Penalties** – Penalties from the late listing of property, when taxpayers wait until after January 30th of each year to list.

**Ad Valorem Tax** – Tax levied on the assessed value of real property.

**Alarm Fees** – the annual registration fee and the penalties assessed to those addresses where the Police Department has received a third false alarm call within a twelve month period and/or found the addressee had not registered.

**Allotment** – A portion of the budget allotted for a given purpose.

**Appropriated Fund Balance** – The use of revenue received in excess of expenditures in prior years.

**Assessed Property Value** – Value set upon real estate or other property by the County as a basis for levying taxes in the City.

**Assessments** – Revenue received from property owners who benefit from water and sewer service extensions.

**Authorized Positions** – The number of regular employees in the City government. The City Council sets the number of Authorized Positions in adopting the budget.

**Balanced Budget** – A budget in which planned revenues are equal to planned expenditures. All budgets are required by the State of North Carolina to be balanced.

**Beer and Wine Tax** – Revenue based upon state tax collections for beer, unfortified and fortified wine, allocated on a per capita basis.

**Benefits** – Payments by the City to provide benefits to employees. Examples include Social Security, retirement, medical insurance, and life insurance.

**Bond Rating** – The level of credit risk as evaluated by a bond company associated with the City's bond issue. A bond rating ranges from AAA, the highest possible, to D, or default. The higher the City's bond rating, the lower the interest rate to the City on projects financed with bonds.

**Bonds** – A certificate of debt issued by an entity, guaranteeing payment of the original investment, plus interest, by a specific future date. In the budget document, these payments are identified as "debt service." Bonds are used to obtain long-term financing for some capital improvements.

**Budget** – An annual Council-adopted plan for receiving and spending money for a fiscal year.

**Budget Ordinance** – The ordinance that levies taxes and appropriates revenues for specified purposes during a fiscal year.

**CAMA Land Use Grant** – Grant that assists in the funding for development of the local land-use plan, as required by Chapter 132 of the NC General Statutes and meeting the requirements of Title 15A, Chapter 7 of Coastal Management in the NC Administrative Code.

**Capital Balances** – Funds available from the completion of a capital project which are transferred to another capital project.

**Capital Outlay** – Purchase of equipment or improvements with an expected life of more than one year and a value of more than \$5,000.

**CATV** – Franchise tax from Vision Cable for gross sales each quarter within the City limits.

**Commercial Fees** – Revenue received from commercial customers for the stormwater fees collected to fund stormwater/water quality mandates and for the tipping fees assessed by the County for waste being dumped in the County's landfill.

**Commercial Fees (Extra Pickups)** – Revenue received for the requested extra pickups of trash to be dumped in the County landfill.

**Commercial Rehabilitation** – This program provides funds to businesses for the rehabilitation of their property under guidelines to hire target groups.

**Community Development Administration** – A maximum of 20% of the annual Entitlement revenue used for administration costs of overseeing various programs.

**Community Development Program Planning** – Salaries, benefits and operating costs of the rehabilitation and inspection personnel who carry out various programs.

**Contingency** – An appropriation of funds to cover unforeseen events that occur during the fiscal year.

**COP's** – Certifications of Participation. A municipal obligation secured by relatively short-term leases on public facilities. Voter approval is not required.

**C.R.E.A.T.E. Program** – Program which provides affordable housing through a collaborative partnership between Coastal Carolina Community College and the City. The college supplies the labor to build new homes through its construction trade continuing education division and the City provides the materials.

**Current Year Taxes** – Current levy projected to be received based upon a 96.70% collection rate. By statute, the rate of collection that can be budgeted cannot exceed the current year's collection rate.

**Debt Service** – The sum of money required to pay installments of principal and interest on borrowed funds such as bonds.

**Department** – The principal organizational units of the City government. Each City employee is assigned to a department.

**Development Review Fees** – Fees derived from required subdivision and zoning review.

**Division** – A sub-unit of a department. Larger departments are composed of several divisions having a specific function within the department.

**EAP Ongoing Grant** – An employee assistance grant that allows employees or their immediate family members to seek professional counseling services at no cost for the first two sessions.

**Emergency Rehabilitation** – Program which provides loans for rehabilitation of housing units with emergency needs. For example, heat pump, roof leaking etc.

**Encumbrance** – An amount of money committed for the payment of goods or services for which payment has not yet been made.

**Engineering Inspection Fees**– Revenue derived from fees charged to developers for re-inspections. The follow-up inspection is free, but for every trip after the follow-up, a \$50 re-inspection fee is charged.

**Enterprise Fund** – A fund established to account for operations that are financed and operated in a manner similar to private business enterprises. The intent of the City Council is to fund the cost of enterprise services fully or predominantly through user fees.

**Entitlement** – Revenue received from Housing and Urban Development (HUD) for carrying out programs to benefit low to moderate income individuals.

**Equipment Use Allowance** – Reimbursement to the Streets Powell Bill Division for use of the equipment for Non-Powell Bill eligible activity.

**Erosion Control** – Fees derived from required inspections within the city limits for land development of one or more acres.

**Expansion Fixed Charge** – Non-variable portion of revenue received from sewer customers for the expansion of the land application facility.

**Expansion Volume Charge** – Variable portion of revenue received from sewer customers for the expansion of the land application facility.

**Fire Department False Alarm Fees** – Revenue derived from false alarms in excess of two within 30 days. Fees are determined by Council and published in the fee schedule.

**Fire Inspection Fees** – Fees derived from required fire inspections made within the city limits and the extraterritorial jurisdiction.

**Fire Protection Permit Fees** – Fees derived from fire plan review and required permits for sprinkler systems, fire alarm systems, hazardous material, etc.

**Fiscal Year** – A 12-month period to which the annual budgets apply. In North Carolina, fiscal years for local governments are required by State Statute to begin July 1 and end June 30.

**FTA Section 5303** – Revenue received as a pass-through from the NC Department of Transportation to support transportation planning activities.

**FTA Section 5307** – Revenue received from the Federal Transportation Administration to support the expanded Jacksonville Transit System.

**Fund** – A set of accounts to record revenues and expenditures associated with a specific purpose in accordance with regulations, restrictions, or limitations, and constituting an independent fiscal and accounting entity.

**Fund Balance** – The accumulated excess of revenues and other financing sources over expenditures and other financing uses for governmental functions.

**G10** – The City of Jacksonville’s government television channel (cable channel 10).

**GIS** – Geographic Information System.

**Grant** – A payment from one level of government to another. Federal and State aid to local governments is often in this form. Grants are usually made for specific purposes.

**Group Travel** – Fees charged for participation in various trips offered throughout the year by the Recreation Department.

**Highway Safety Grant** – Revenue received from the Governor’s Highway Safety Program for replacement of car cameras, radar units and a DWI Simulator.

**Home Recovery Fees** – Fees collected from general contractors for the issuance of a permit for the construction or alteration of any single family residential dwelling unit in accordance with G.S. 87-15.6 (b). Of the amount collected, 80% is remitted to the NC Licensing Board for General Contractors.

**Homeland Security Grant** – Revenue received from the Governor’s Crime Commission to be used to develop a wireless network for monitoring the City’s critical infrastructure.

**Homeownership Assistance** – Program used to help applicants pay up to 50% of the applicant’s closing costs in obtaining a mortgage.

**Housing Rehabilitation** – Program providing loans to homeowners for rehabilitation of their principal residence.

**ICMA Refund** – The City matches contributions made by employees in the 457 retirement program up to \$1,000 per employee. Employer contributions are paid back to the City for nonvested employees that are no longer employed with the City. A nonvested employee has less than five years of service with the City. At the end of five years, the employee becomes vested.

**Infill** – Program which provides funds to contractors who rehabilitate or develop low income housing in the core city.

**Inspection Fees** – Fees derived from building, plumbing, electrical, etc., permits issued within the city limits and in the extraterritorial jurisdiction.

**Installment Purchase Revenue** – Revenue derived from the borrowing of funds for the purchase of capital assets.

**Interest Assessments** – Revenue received from property owners who elect to finance their assessment versus paying in full.

**Interest Powell Bill** – Interest made on idle Powell Bill funds invested by the City for Powell Bill use.

**Interest tap fees** – Revenue received from property owners who finance their tap fees.

**Interfund Transfer** – As authorized by City Council, the transfer of budgeted funds between accounting funds.

**Intergovernmental Revenues** – Revenues the City receives from federal, state, and county governments in the form of grants, reimbursements, payments in lieu, shared revenues, and/or entitlements.

**Internal Service Fund** – An accounting fund used to finance goods or services provided by one governmental department or agency to another on a cost reimbursement basis.

**Investment Earnings** – Interest earned on idle funds invested by the City.

**Jacksonville Urban Area Metropolitan Planning Organization (MPO)** – A group of governmental entities and private enterprise formed to steer long range planning in Onslow County.

**Juvenile Transportation** – Funds received from the State to reimburse costs associated with transporting juveniles to locations throughout the State.

**Land Application Expansion** – Revenue received from sewer customers for the current expansion of the land application facility.

**Land Application Late Fees** – Revenue received from the 10% late payment penalty on past due customer accounts for the land application user charge.

**Land Application User Charge** – Revenue received from sewer customers for retiring the debt on the original Land Application Project.

**Late Charges** – Revenue received from the 10% late payment penalty on past due customer accounts.

**Lease Purchase Agreements** – Contracted agreements which are termed leases, but which apply the lease amount to the purchase.

**Local Government Commission (LGC)** – A non-profit, nonpartisan, membership organization that provides inspiration, technical assistance, and networking to local elected officials and other dedicated community leaders.

**Local Law Enforcement Block Grant** – Revenue received from the U.S. Department of Justice Office of Justice Programs to reduce crime and improve public safety.

**Loop Fares** – Revenue received from fees paid by citizens utilizing the Jacksonville LOOP transit system.

**Miscellaneous Revenues** – Utilized for the collection of various revenue items that are not individually accounted for.

**Modified Accrual Basis** – Method of accounting wherein revenues are recorded when the amount becomes measurable, and expenditures are recorded when the liability is actually incurred.

**National Night Out** – Donations from various individuals and businesses used to fund the national event that promotes community awareness of the Police Department's programs and activities.

**New Account Service Charges** – Revenue received from utility customers when opening or transferring utility accounts.

**NOAA Grant** – Revenue received from a Community Habitat Restoration Grant from the National Oceanic and Atmospheric Administration for the restoration of and to create habitat in the Chaney Creek Basin.

**Nondepartmental Accounts** – Miscellaneous appropriations essential to the general operation of a fund which either do not fall within the function of any department or which provide for expenditures related to more than one department. Nondepartmental appropriations can also include outside agencies, debt service, transfers to other funds, and contingency.

**Nuisance Abatement** – Revenue for unpaid nuisance violations attached to property as a lien.

**Occupancy Tax** – 3% of the gross receipts from the rental of any room, lodging, or accommodation furnished by a hotel, motel, inn, tourist camp, or similar place with the City of Jacksonville. Proceeds must be remitted to the Jacksonville Tourism Development Authority.

**Onslow County Leachate** – Revenue collected from Onslow County for treatment of landfill run-off.

**Operating Expenses** – Costs, other than expenditures for salaries and benefits and capital outlay, which are necessary to support the services of the organization. Examples are: printing charges, departmental supplies, electricity, and construction materials.

**Outside Agency** – Not-for-profit agencies providing human, ecological, and economic development services. The City funds many outside agencies that benefit the citizens of Jacksonville and provide services consistent with the City's objectives.

**PD Community Service Contribution and Other Contributions** – Donations from citizens and businesses to our Police Department for various purposes.

**Performance Measures** – Quantifiable means to evaluate workload, efficiency, and effectiveness performance levels, directly related to a department's goals and objectives.

**Personnel** – Expenditures made for salaries and wages for regular and temporary employees of the City.

**Phone Surcharge Fee** – Revenue received from fee collected from City residents, used to offset costs of the 911 system. This fee is currently \$0.70 per phone line per month, including wireless phones, and is administered by the State.

**PILOT (Payment in Lieu of Taxes)** – Federal law exempts from taxation property owned by the federal government. Occasionally the government that owns the property makes payments in lieu of taxes to a local government that could have taxed the property had it been privately owned.

**Police Court Fees** – Fees paid by the County for Police Officers' time spent in testifying in Court.

**Police Department False Alarm Fees** – Revenue derived from false alarms in excess of two within 30 days. Fees are determined by Council and published in the fee schedule.

**Powell Bill Funds** – Revenue derived from the State from taxes paid on gasoline; distributed based on population and miles of eligible streets. These funds can only be used for street improvements.

**Powell Bill Installment Purchase** – Revenue derived from the borrowing of funds for the purchase of Powell Bill assets.

**Prior Years Taxes** – Taxes uncollected from up to 10 years prior, that are collected in the current year.

**Privilege Licenses** – Fees derived from businesses for the privilege of doing business within the city limits.

**Program Income** – Revenue received from loans made for rental and housing rehabilitation assistance.

**Program Income Miscellaneous** – All other revenue received from the sale of property.

**Property Lease** – Fees derived from the leasing of city property to others for their use.

**Property Tax** – A tax levied on the assessed value of real property. This tax is also known as Ad Valorem Tax.

**Rental Rehabilitation** – Program which provides funds to owners/investors for the rehabilitation or production of low to moderate income rental units.

**Residential Fees** - Revenue received from residential customers for the stormwater fees collected to fund stormwater/water quality mandates and for the tipping fees imposed by the County on the City for waste being dumped in the County landfill.

**Revenue Neutral Tax Rate** – The rate for the fiscal year after revaluation that, taking into account expected rates of growth in the tax base and excluding increases in market value recognized by the revaluation, would produce revenue that equals the current year's tax levy.

**Rolling Stock** – Term used to refer to the City's fleet of wheeled vehicles.

**Sale of Fixed Assets** – Revenue derived from the sale of City-owned assets.

**Sale of Powell Bill Fixed Assets** – Revenue derived from the sale of Powell Bill funded assets.

**Sales Tax** – Tax paid by customers on sales and collected by the State Department of Revenue and distributed to each county on either a point-of-sale or a per capita basis. Every year, by April 30th, the County Commissioners may choose to distribute the proceeds between the County and incorporated municipalities on one of two bases: 1) per capita or 2) ad valorem. For a more detailed explanation of sales tax distribution, please see the Revenue Summary section.

**Section** – A sub-unit of a division having a specific function within the division.

**Section PL104(F) Transportation Grant** – Revenue received from the NC Department of Transportation for metropolitan transportation planning.

**Self Insurance Fund** – An Internal Service Fund that is new for FY 09-10, used to account for health benefits and other insurance costs in order to charge those expenses to the using departments on a cost reimbursement basis.

**Sewer Cost Recovery Agreement** – Revenue received from the repayment of the construction costs of sewer improvements.

**Sewer Facility Fees** – Fees received from new sewer tap services to help offset the City's cost for treatment and large sewer trunks. All sewer tap customers are required to pay this fee.

**Sewer Tap Fees** – Fees received from new sewer tap services to cover the cost of connecting the customer's service line to the city sewer main (running the sewer pipe from the main to the cleanout). If this installation is done by the developer of a subdivision, the fee would not be charged.

**Short Term Lease Vehicles** – Tax of 1.5% on the gross receipts derived from retail short-term leases or rentals; replaces the ad valorem tax on these vehicles, which the legislature repealed in May 2000.

**Small Business Initiative** – Program providing funds to small business owners to help them improve their businesses.

**State Drug Enforcement** – Equitable sharing of state forfeited property.

**State Maintenance Assistance Program (SMAP)** – Revenue received from the NC Department of Transportation for maintenance assistance for urban, small urban and regional transit systems.

**State-Owned Building Fire Protection Fees** – The General Assembly appropriates funds to compensate political subdivisions of the State for providing local fire protection services for State-owned buildings and their contents.

**Tax Base** – The total assessed value of real, personal and state appraised property within the City of Jacksonville.

**Tax Year** – Calendar year in which tax bills are sent to property owners. The 2009 tax bills are reflected as revenue receipts to the City in the fiscal year 2009-10.

**Telecommunications Service** – Revenue based upon telecommunications service within the municipal boundaries.

**Transportation Advisory Committee (TAC)** – Governing body for the Jacksonville Urban Area Metropolitan Planning Organization.

**Transportation Impact Analysis** – Revenue derived from developers to pay for transportation impact analysis studies that benefit their particular subdivision or commercial development.

**Unified Development Ordinance (UDO)** – Combines the City and County zoning and subdivision ordinances into one document.

**Utility Franchise Tax** – Revenue based upon actual receipts from electric, telephone, and natural gas service within our municipal boundaries as a proportion of total statewide receipts.

**Utility Patching Service** – Fee reimbursement to the General Fund from the Water/Sewer Fund for making utility cuts in pavement the General Fund pays to repair.

**Water Facility Fees** – Fees received from new water tap services to help offset the City's cost for treatment and large water mains (arterial mains). All water tap customers are required to pay this fee.

**Water Plant Fixed Charge** – Non-variable portion of the revenue received from water customers for the construction of the new water treatment plant.

**Water Plant Volume Charge** – Variable portion of the revenue received from water customers for the construction of the new water treatment plant.

**Water Sewer Extension** – Fees collected to be applied to all Site Plans and Subdivision plans that involve infrastructure installations including potable water, sanitary sewer, storm drainage, roadway, sidewalk facilities, and enforcement of State Erosion Control regulations.

**Water Sewer Re-inspection** – Fees collected from the second inspection of water and sewer infrastructure installations.

**Water Tap Fees** – Fees received from new water tap services to cover the cost of connecting the customer's service line to the city water main (running the water pipe from the water main in the street to the meter on the customer's property, as well as installing the meter). If this installation is done by the developer of a subdivision, the fee would not be charged.

**Water/Sewer Improvements** – Program providing sewer connections for eligible applicants in the designated areas.

**Wellness Incentive Grant** – NCLM Grant used to fund the City's Wellness Program.

# **CITY OF JACKSONVILLE**

## **FY 2010-11 FEE SCHEDULES**

Effective  
July 1, 2010

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# Business License Fees

## Definitions.

For the purposes of this chapter, the following words and phrases shall have the meanings respectively ascribed to them:

*Agent:* The person having the agency for the manufacturer, producer or distributor.

*Business:* Any business, trade, occupation, avocation or calling of any kind, subject, by the provision of this chapter, to a license tax.

*Engaged (or engaging) in business within this City:* A person is engaged in business within the City when he engages in business activity of any type, either as owner or operator of such business:

By maintaining a business location within the City;

By soliciting business within this City; or

By picking up or delivering merchandise or performing services within the City.

*Fiscal year:* The period beginning with the first day of July and ending with the thirtieth day of June next following.

*Quarter:* Any three (3) consecutive months beginning on January 1, April 1, July 1 or October 1.

## Levy generally.

In addition to the tax on property as otherwise provided for, and under the power and authority conferred in the laws of the State, there shall be levied and collected annually, or more often, where provided for, a privilege license tax on trades, professions, agencies, business operations, exhibitions, circuses, carnivals and all subjects authorized to be

licensed, as set out in this schedule.

## Continuing authority of council.

Nothing contained in the provisions of this schedule shall be construed to prevent the City council from imposing, from time to time as it may see fit, such license taxes as are not specifically defined or included in this schedule, or from increasing or decreasing the amount of any special license tax, or from prohibiting or regulating the businesses or acts licensed, when not in conflict with State or Federal law.

## Collecting official.

The Finance Officer is hereby designated as the proper City official to collect license taxes and to issue privilege licenses.

## Required.

It shall be unlawful for any person or his agent or servant to engage in or carry on a business in the City for which there is required a license, without first having paid the license tax and obtained the license. For the purpose of this schedule the opening of a place of business, or offering to sell, followed by a single sale or the doing of any act or thing in furtherance of the business shall be construed to be engaging in or carrying on such business; and each day that such person shall engage in or carry on such business shall be construed to be a separate offense.

## Exemptions.

(a) Any person who engages in business within the City for religious, educational or charitable purposes shall be exempt from paying any privilege license tax levied by this schedule.

(b) Privilege license tax levied by this schedule, to the extent provided by General

Statutes.

(c) Any person serving in any branch of the Armed Forces of the United States or in the Merchant Marine during the period of such service shall be exempt from liability for any and all license taxes levied by the City in the State for the privilege of engaging in or carrying on any trade or profession in the State, which trade or profession such a person was engaged in immediately prior to being called into such service.

(d) In addition to the above, certain businesses are exempted from privilege license taxes by State law. A list of such exempted businesses falls under Professionals in this fee schedule.

**Multiple businesses.**

If a person is engaged in more than one business made subject to a license tax under this chapter such person shall pay the license tax prescribed in the tax schedules of this chapter for each such business, even if the businesses are conducted at the same business location.

**Separate places of business.**

Unless otherwise provided by State law or by the tax schedules of this chapter, if a person engages in a business in two (2) or more separate places, a separate license tax shall be required for each such place of business. For purposes of this Section, if a person engages in the same business at two (2) or more locations within the City of Jacksonville, which locations:

- (1) Are contiguous;
- (2) Communicate with and open directly into each other; and,
- (3) Are operated as a unit, this person is liable for only one license tax.

**Application-Generally.**

Every person desiring to obtain a license for the privilege of engaging in a business within the City shall make application therefore in writing to the Finance Officer. The application, to be made on a form provided by the Finance Officer, shall contain the following information:

- (a) Name and nature of the business for which the license is sought;
- (b) The address where the business is conducted, and a mailing address for the business, if different. If the application is for a new business or for a new location of an existing business the application shall be accompanied by a certificate of occupancy obtained from the inspections department certifying that the location meets all building code requirements for the intended use;
- (c) The name and address of the person filling out the application, and his relationship to the business;
- (d) The gross receipts of the business for the most recently completed tax year, if applicable; and
- (e) Any other information, which the Finance Officer determines to be necessary.

**Same-False statements.**

Any person who willfully makes a false statement on a license application shall be guilty of a misdemeanor.

**Investigations.**

The Finance Officer shall make any investigation necessary to determine the tax liability of the person engaged in business within the City. If necessary, the Finance Officer or his/her representative is authorized to enter upon the premises of any such business during normal business hours for the purpose of determining compliance with this chapter.

**Issuance conditional.**

All licenses provided for by this schedule are granted subject to the provisions of this schedule.

**Forms and contents.**

Every license issued under the provisions of this chapter shall show on the face thereof the name of the licensee, the nature of the business, the location thereof, if it is to be operated at a fixed place, the time for which issued, and the amount of license tax and penalty if any, paid. Any license requiring the approval of the City Council or of any officer of the City shall show such approval on its face; and it shall be the duty of the City Finance Officer, before issuing any such license, to see that the required approval is properly endorsed on the application for the license.

**Copy to be filed.**

The Finance Officer shall keep an exact copy of every license issued under the provisions of this schedule.

**Effect of discontinuance of business.**

No license tax shall be abated nor shall any refund or any part thereof be made, in any case where the licensee discontinues his

business before the end of the period for which such license was issued.

**Refunds.**

A taxpayer may obtain a release or refund of a tax if he can demonstrate to the satisfaction of the City Council that the tax was illegal, levied for an illegal purpose, or imposed through clerical error. If the tax has been paid, the taxpayer's request for a refund must be made within three (3) years after the tax became due or within six (6) months after the date of payment, whichever is later.

**Duration.**

All taxes provided for and fixed in the following sections and schedules shall be for twelve (12) months, unless otherwise specified, and shall so remain for each subsequent year to come until amended or changed by the City Council. All of the licenses provided for in this chapter, except beer and wine, shall expire on June thirtieth. Unless otherwise specifically provided, any licensee applying for and obtaining a license after January 31<sup>st</sup> and before June 30<sup>th</sup> shall be required to pay only one half of the amount of the annual license tax prescribed.

**Change in place of business.**

If a person who has obtained a license for a business taxed under this chapter desires to move from one business location to another within the City the license that has been issued shall be valid for the remainder of the license year at this new location, and no additional tax need be paid. Within a reasonable time after the change in location, however, such person shall inform the Finance Officer of the change in address.

**Transfer.**

All licenses issued under the provisions of this chapter shall be a personal privilege and shall not be transferable.

**Display.**

Every license shall be kept prominently displayed at the place of business of the licensee named in the license or if the licensee has no fixed place of business, such licensee shall keep the same wherever such business is being operated and can be inspected at any time by the proper municipal official.

**Injunctive relief.**

The City may seek an injunction against any person engaging in business in violation of this chapter.

**Collection of unpaid tax.**

(a) If a person begins or continues to engage in a business taxed under this chapter without payment of the required privilege license tax, the Finance Officer may use either of the following methods to collect the unpaid tax:

(1) The remedy of levy and sale or attachment and garnishment, in accordance with G.S. 160A-207; or

(2) The remedy of levy and sale of real and personal property of the taxpayer in accordance with North Carolina General Statutes.

(b) The City may decline or fail or cease to furnish utility service to any person who may be in debt to the City for any reason, except ad Valorem taxes and special assessments.

(c) Any person who begins or continues to engage in a business taxed under this schedule

with out payment of such tax is liable for an additional tax of five (5) per cent of the original tax due for each thirty (30) days or portion thereof that the tax is delinquent.

(d) The payment of any penalty or unpaid tax under the provisions of this schedule shall not bar or otherwise preclude the imposition of a fine or imprisonment for the violation of this schedule.

**Revocation.**

Any license issued under the provisions of this chapter may be revoked by the City Council upon the finding by the Council that the licensee has willfully or persistently violated one or more sections of this Code or other ordinance of the City or laws of the State, or that such licensee is conducting his business or obtained his license hereunder in a fraudulent or unlawful manner or is abusing the privileges granted by his license, or that such licensee has a criminal record from this or another state which would warrant the City Council in finding that the licensee is undesirable. Any such licensee shall be entitled to a hearing on reasonable notice before his license shall be revoked, and the findings of the City Council as a result of such hearing shall be final and conclusive.

**Schedule of taxes.**

On the following trades, professions, agencies, business operations and other subjects herein set out, the following taxes shall be levied and collected:

**GROSS RECEIPTS FEE SCHEDULE  
 BASED ON GROSS ANNUAL SALES:  
 (License period: July 1 through June 30  
 each year**

First year .....	<b>\$50.00</b>
\$20,000.00 or less .....	<b>\$30.00</b>
20,001.00 to 40,000.00 .....	<b>\$40.00</b>
40,001.00 to 60,000.00 .....	<b>\$60.00</b>
60,001.00 to 80,000.00 .....	<b>\$80.00</b>
80,001.00 to 100,000.00 .....	<b>\$100.00</b>
100,001.00 to 150,000.00 .....	<b>\$150.00</b>
150,001.00 to 200,000.00 .....	<b>\$190.00</b>
200,001.00 to 250,000.00 .....	<b>\$230.00</b>
250,001.00 to 300,000.00 .....	<b>\$270.00</b>
300,001.00 to 350,000.00 .....	<b>\$310.00</b>
350,001.00 to 400,000.00 .....	<b>\$350.00</b>

For any gross sales over \$400,000.00 the charge will be **\$350.00 plus \$20.00** for each additional \$50,000.00 or fraction thereof. **(Round up to the next whole amount)**

Example of calculation on \$1,171,687.48:

\$1,171,687.48  
 - 400,000.00  
 -----  
 771,687.48

$771,687.48 / 50,000.00 = 15.43$

16 X \$20.00 = \$320. + \$350. = \$670. payment

After July 1, a penalty of 5% per month or fraction thereof will be imposed on all delinquents.

**BEER and WINE:  
 (License period: May 1 through April 30  
 each year)**

Every person engaged in the business of buying, selling, distributing, delivering or storing beer and wine in the following amounts:

**Beer at retail:**

"Off premises" .....	<b>\$5.00</b>
"On premises" .....	<b>\$15.00</b>
Beer "on and off premises" .....	<b>\$20.00</b>

**Wine at retail:**

"Off premises" .....	<b>\$10.00</b>
"On premises" .....	<b>\$15.00</b>
Wine "on and off premises" .....	<b>\$25.00</b>

**Beer and Wine:**

Beer and Wine "off premises" .....	<b>\$15.00</b>
Beer and Wine "on premises" .....	<b>\$30.00</b>
Beer/Wine "on & off premises" .....	<b>\$45.00</b>

**Wholesale dealers:**

Beer only .....	<b>\$37.50</b>
Wine only .....	<b>\$37.50</b>
Both wine & beer by same license .....	<b>\$62.50</b>

**G.S. 105-113.75, G.S. 105-113.77**

**ADVERTISING:**

Every person engaged in the business of outdoor advertising by placing, erecting or maintaining sign boards billboards or any other outdoor advertising devices, erected upon the grounds, walls, or roofs of buildings ..... \$35.00

**G.S. 105-86 (G.S. 160A-211)**

**AGENTS AND AGENCIES:**

Agents, manufacturer's representatives and/or sales office (not stocking merchandise or goods):

Travel agent or agency .....\$50.00  
Not specifically taxed .....\$50.00

**Collecting and claim agencies.** Every person operating for profit, a collection agency for the purpose of collecting accounts, notes or other indebtedness from one person in favor of another .....\$50.00

**G.S. 105-45 (G.S. 160A-211)**

**Emigrant agents.** Every person engaged in the business of procuring laborers for employment outside the State .....\$100.00

**G.S. 105-90 (G.S. 160A-211)**

**Employment agents.** Every person operating a business of securing employment for another person for a fee or commission..... \$100.00

**G.S. 105-90 (G.S. 160A-211)**

**Agencies for teachers,** when approved by the education department of the State..... \$50.00

**Domestic help and unregistered nurses,** when sole business is placing same ..... \$50.00

**Security guards** ..... \$50.00

**G.S. 105-42 (G.S. 160A-211)**

**Loan agency.** Every person engaged in the regular business of making loans or lending money, accepting liens on, or contracts of assignment of salaries or wages, or any part

thereof, or other security or evidence of debt for repayment of such loans .....\$100.00

**G.S. 105-88**

This tax not applicable to banks, industrial banks, the negotiation of loans on real estate, credit unions, trust companies, and savings and loan associations. ~~G.S. 105-41~~

**AMBULANCES:**

Every person engaged in the business of operating an ambulance or ambulance per vehicle .. See Gross Receipts Table on page 5.

**AMUSEMENTS CIRCUSES, & MENAGERIES:**

Giving, offering, or managing any form of entertainment or amusement for which an admission is charged and not otherwise taxed or exempt or every person engaging in the business of exhibiting performances, such as circuses & menageries or other similar exhibitions per day ..... \$25.00

**G.S. 105-37.1**

**An Operational Fire permit is required to operate a special amusement building or Carnival or Fair.**

**AUTOMOBILE, MOTORCYCLE DEALERS AND SERVICE STATIONS:**

**Automobile service stations.** Every person engaged in the business of servicing, storing, painting, repairing, welding, or upholstering of motor vehicles, trailers, semi-trailers, or in the business of retail selling or delivering of any tires, tools, batteries, electrical equipment, automotive accessories, including radios, or supplies, motor fuels or lubricants, or such commodities ..... \$12.50

**G.S. 105-89 (a)(G.S. 160A-211)**

**Motorcycle dealers.** Every person engaged in the business of selling, buying or distributing motorcycles or motorcycle accessories. \$12.50

**G.S. 105-89.1(G.S. 160A-211)**

**Automotive equipment and supply dealers at wholesale.** Every person engaged in the business of buying, selling or distributing automotive accessories, including auto radios, batteries, parts, tires and other automotive supplies at wholesale..... **\$37.50**  
**G.S. 105-89 (b)(G.S. 160A-211)**

**Automobile dealers.** Every person engaged in buying, selling, distributing, servicing or storing motor vehicles, trailers and other automotive accessories or supplies ..... **\$25.00**  
**G.S. 105-89 (c)(G.S. 160A-211)**

**Persons dealing in used motor vehicles** exclusively are liable for the tax set out above. If the business is of a seasonal, temporary, transient or itinerant nature the tax shall be for each location..... **\$300.00**  
**G.S. 105-89.1(G.S. 160A-211)**

**Auto dismantling and selling parts..... \$25.00**  
**G.S. 105-89.1(G.S. 160A-211)**

**AUTOMOBILE CLEANING & DETAILING:**  
Every person engaged in the business of cleaning and/or detailing vehicles..... **\$50.00**

**AUTOMOBILE RENTALS:**  
.. See Gross Receipts Table on page 5.

**BARBER SHOPS:**  
Each barber, manicurist, cosmetologist, beautician, or other operator employed in the shop or parlor.  
Per operator..... **\$2.50**  
**G.S. 160A-211(b)**

**BARBER or BEAUTY SCHOOL:**  
Every person engaged in the instruction of students for same.. See Gross Receipts Table on page 5.

**BEAUTY SHOPS:**  
Each barber, manicurist, cosmetologist, beautician, or other operator employed in the shop or parlor.  
Per operator ..... **\$2.50**  
**G.S. 160A-211(b)**

**BICYCLE DEALERS:**  
Selling bicycles, bicycle supplies, or bicycle accessories ..... **\$25.00**  
**G.S. 105-102.5 (G.S. 160A-211)**

**BODY PIERCING**  
Per Artist ..... **\$200.00**

**BOWLING ALLEYS:**  
Every person engaged in operating a bowling alley, per alley ..... **\$10.00**  
This tax is not applicable to fraternal organizations having a national charter, the American Legion, YMCA and YWCA.  
**G.S. 105-102.5 (G.S. 160A-211)**

**CAFES, RESTAURANTS, LUNCH STANDS and CAFETERIAS:**  
Every person engaged in the business of operating a restaurant, cafe, cafeteria, hotel with dining service on the European plan, drugstore or lunch stand, or other place where prepared food is sold:  
Places with 5 chairs or less..... **\$25.00**  
Places with 6 chairs or more ..... **\$42.50**  
**G.S. 105-62 (G.S. 160A-211)**

**CARWASH-(Mechanical):**  
Every person engaged in the business using a mechanical car wash .. See Gross Receipts Table on page 5.

**CATERING & CATERING TRUCKS:**  
Selling tobacco, soft drinks, wrapped sandwiches and prepared food from a truck (does not include the sale of ice cream) per truck. . See Gross Receipts Table on page 5.

**CHAIN STORES:**

Every person engaged in the business of operating or maintaining in this state under the same general management, supervision or ownership, two (2) or more stores or mercantile establishments where merchandise is sold or offered for sale, or from which such merchandise is sold or distributed at wholesale or retail, etc., is deemed a branch or chain store operator, per each chain store located in the City, except for the particular store in which the principal office of the chain is located and so designated by the chain. **G.S. 105-98 (G.S. 160A-211)**

Bakery thrift stores operated incidentally as part of a wholesale bakery operation are not subject to this tax.

Manufacturers, wholesalers or retailers of fertilizers, farm chemicals and seeds are not subject to this tax.

The term "chain store" as used in this section shall include stores operated under separate charters of incorporation. If there is a common ownership of a majority of stock in such separately incorporated companies, and/or if there is similarity of name or such separately incorporated companies, and/or if such separately incorporated companies have the benefit in whole or in part of group purchase of merchandise, or of common management and in like manner, the term "chain store" shall apply to any group of stores where a majority interest is owned by an individual or partnership..... **\$50.00**

**CHECK CASHING:**

Every person engaged in the business of cashing checks for a fee not otherwise taxed..... **\$100.00**  
**G.S. 105-88**

**CONCESSION STAND or BOOTH:**

Selling tobacco, soft drinks, wrapped sandwiches and prepared food from a concession stand or booth..... **\$25.00**  
**Requires Planning Approval**

**CONCRETE**

Concrete Dealer .. See Gross Receipts Table on page 5.

**CONFERENCE HALL:**

Conference halls rented to public for compensation .. See Gross Receipts Table on page 5.

**CONTRACTORS and CONSTRUCTION COMPANIES:**

Every person who for a fixed fee or price offers or bids to construct any building, street, sidewalk, bridge, sewer or water system, grading, landscaping or other improvement or structure.

General Contractor: With State license

**G.S.160A-211..... \$10.00**

Electricians(**G.S.160A-211**)..... **\$50.00**

Heating (**G.S. 160A-211**)..... **\$50.00**

Home Improvement  
(Contractor without State license)..... **\$50.00**

Plumber(**G.S.160A-211**)..... **\$50.00**

Refrigeration(**G.S. 105-91**)..... **\$50.00**

**DANCE STUDIOS:**

Every person engaged in the business of dance instruction .. See Gross Receipts Table on page 5.

**DAY CARE CENTERS:**

Every person engaged in the business of caring for children not related by blood or marriage to, or not the legal wards or foster children of, the operator, by operating a nursery, day care center, day school, kindergarten, or other related child care facility. Provided, approval by the building inspections department, fire department and county health department shall be required prior to issuance of this

license or renewal thereof. Provided, further, nonprofit childcare centers shall be exempt from the payment of the license tax.

.. See Gross Receipts Table on page 5.

**DIRECTORIES:**

Every person compiling and selling directories .. See Gross Receipts Table on page 5.

**DRY CLEANERS & LAUNDRIES:**

Every person operating a dry cleaning plant, pressing club or hat blocker within the City, or engages in the business of operating a laundry including wet or damp wash and launderettes and similar types of business, or engaging in the business of supplying or renting clean linen or towels or wearing apparel and does not solicit outside the City, per location \$50.00

Solicits business outside the county where it is located.....\$100.00

G.S. 105-85 (G.S. 160A-211)

**ELEVATORS & AUTOMATIC SPRINKLER SYSTEM SELLING and INSTALLING:**

Every person engaged in selling and installing elevators or automatic sprinkler systems, only where principal or branch office is located in the City..... \$100.00

G.S. 105-55 (G.S. 160A-211)

*A City or county may not levy a tax on a person engaged in a business taxed by this section if the person does not maintain an established (principal or branch office) place of business in the City or county.*

**ESCORT SERVICE:**

Any person that provides an escort or entertainment service and/or contracts this service with another individual ..... \$250.00

**ESCORT/ENTERTAINER:**

Any person that acts as an escort, date or provides entertainment for a fee ..... \$150.00

**EXERCISE, HEALTH CLUB, DIET CENTERS or SPAS:**

Every person engaged in the operation of exercise, health club or spa. .... See Gross Receipts Table on page 5.

**EXHIBITIONS or EXHIBITS:**

Not otherwise specifically taxed herein, per day .....\$200.00

An operational fire permit is required to operate exhibits or trade shows

**FILM DELIVERY:**

Every person engaged in the delivery of film .. See Gross Receipts Table on page 5.

**FILM PROCESSING:**

Every person operating a business in film processing .. See Gross Receipts Table on page 5.

**FIREARMS:**

Every person engaged in the business of selling or offering for sale firearms..... \$50.00

G.S. 105-80(G.S. 160A-211)

**WEAPONS-Other weapons:**

Engaging in the business of selling or offering for sale, bowie knives, dirks, daggers, leaded canes, iron or metallic knuckles or similar weapons.....\$200.00

G.S. 105-80 (G.S. 160A-211)

**FISH and OYSTER DEALERS:**

Every person engaged in the retail sale of oysters and fish stored in refrigeration and/or soliciting orders .....\$60.00

**FORTUNE-TELLING, MIND READERS, PALMISTS and OTHER CRAFTS and OCCUPATIONS OF A SIMILAR KIND:**

Every person engaging in the business of telling or pretending to tell fortunes, practicing the art of palmistry, clairvoyance, and other crafts of similar kind .....\$1,000.00

G.S. 105-58 (no limit)

**FOUNDRIES, MACHINE SHOPS, ASSEMBLING and FINISHING and DISTRIBUTING MATERIALS and EQUIPMENT:**

Foundries & machine shop ..... **\$250.00**

**GOLF:**

Every person engaged in the operation of driving ranges, golf courses, and miniature golf .. See Gross Receipts Table on page 5.

**GUNSMITHS and LOCKSMITHS:**

Every person engaged in business as a gunsmith or locksmith .. See Gross Receipts Table on page 5.

**HOTELS, MOTELS, BED & BREAKFASTS:**

Every person engaged in the business of operating any hotel, motel, tourist court, tourist home or similar place advertising in any manner for transient patronage, or soliciting such business, in the City shall pay a tax as follows:

For each room ..... **\$1.00**  
Minimum tax..... **\$25.00**

**G.S. 160A-211**

The lobby, clubroom, office, dining room, kitchen, and rooms occupied by the owner or lessee of the premises, or members of his family, for his or their personal use, shall not be counted in determining the number of rooms for the basis of the tax.

The terms "hotel," "motel," "bed and breakfast," and "advertising in any manner" referred to in this section shall be given the meanings as specified in section 105-61 of the State law.

The tax provided for in this section shall apply whether the rental charges are made to patrons on a daily, weekly, bi-weekly or monthly basis. It is immaterial as to any particular room, whether a "permanent" guest is occupying such room or not.

Sale of food by a hotel or motel is covered by G.S. 105-62 and is separate from and in addition to this tax.

**HOUSE MOVING and/or WRECKING:**

Every person engaged in the business of house moving and/or wrecking..... **\$50.00**

**HYPNOTISTS:**

Instructor, per year. .... **\$500.00**  
Each exhibition..... **\$400.00**

**ICE CREAM DEALERS AND MANUFACTURERS:**

If the machine or equipment used is of the continuous freezer type, the tax is \$.37 per gallon capacity based on the rated capacity in gallons per hour according to the manufacturer's rating, with a minimum tax per freezer..... **\$12.50**

If the equipment used is not of the continuous freezer type, the tax is \$1.25 per gallon capacity for the freezer, with a minimum tax per freezer..... **\$12.50**

If the equipment used is not a standard freezer with a manufacturer's capacity rating ..... **\$50.00**

**Trucks or other vehicles.** Vehicles coming into the City and selling or delivering ice cream on which the tax has not been paid as in subsection (a) of this tax shall pay, per vehicle.. ..... **\$25.00**

Farmers who manufacture and sell only the products of their own cows shall be exempt from the tax imposed by this section.

Definition. "Ice cream" shall apply, for the purposes of this tax, to ice cream, frozen custards, sherbets, water ices or similar frozen products.

**G.S. 105-97 (G.S. 160A-211)**

**Wholesale.** Every person engaged in the business of manufacturing or distributing ice cream at wholesale shall pay for each factory or place where manufactured or stored for distribution.

Manufacturer with counter freezer equipment, selling at retail only ..... **\$2.50**

**ITINERANT MERCHANTS & SALESMAN:**

Every itinerant salesman or merchant who transports an inventory of goods to a building, vacant lot, or other location in the City and who, at that location displays the goods for sale and sells goods, other than farm products, in the City for less than six consecutive months is considered an itinerant merchant unless he stopped selling goods in that City because of his death or disablement, the insolvency of his business, or destruction of his inventory by fire or other catastrophe.

Per annum .....\$100.00  
**G.S. 105.53 (G.S. 160A-211)**

The provisions of this subsection shall not apply to persons who sell books, periodicals, printed music, ice, wood for fuel, fish, beef, mutton, pork, bread, cakes, pies, dairy products, poultry, eggs, livestock or articles produced by the individual offering them for sale, but shall apply to medicines, drugs or articles assembled.

**MERCHANTS, WHOLESALE or RETAIL:**

Retail and wholesale merchants, dealers or jobbers doing any kind of business at retail or wholesale, not otherwise specifically taxed by this chapter, shall pay for each store or place of business a graduated license tax on annual gross sales computed using the following schedule: **See Gross Receipts Table on Page 5.**

**MERRY-GO-ROUNDS & CARNIVAL COMPANIES:**

Every person engaged in the business of operating a Ferris wheel, merry-go-round or other riding device, shooting gallery, skating rink, swimming pool or other amusement of like kind, or for other games or play, with or without a name, if operated on a permanent basis, for each subject enumerated Per location

..... 25.00  
**G.S. 105-102.5 (G.S. 160A-211)**

Amusements not otherwise taxed per location...  
.....\$25.00  
**G.S. 105-102.5(G.S. 160A-211)**

**MOBILE HOME PARKS:**

Per Space .....\$4.00

**MOVIES:**

Every person engaged in the business of operating a movie theater or place where movies are shown for compensation.  
**G.S. 105-37 (G.S. 160A-211)**

**MOVING or TRANSFER COMPANY:**

Every person engaged in the moving or transferring of business or household goods.  
**See Gross Receipts Table on page 5.**

**MUSIC MACHINES:**

Every person engaged in the business of operating music machines,  
Per machine .....\$5.00  
**G.S. 105-65 (G.S. 160A-211)**

**MUSICAL INSTRUMENTS:**

Every person engaged in the business of selling or offering for sale, repairing or servicing pianos, organs, or records, radios or radio accessories .....\$5.00  
Agents selling these commodities when the dealer is located outside the City.....\$5.00  
**G.S. 105-102.5(G.S. 160A-211)**

**NIGHT CLUBS, CABERETS, LOUNGES (In addition to any other tax):**

Every person engaged in the business of operating an establishment where food or drinks are dispensed and exhibitions, performances, or other forms of entertainment are provided, including topless waitresses, dancers or employees, ~~and where dancing:~~

**NON-PROFIT ORGANIZATIONS:**

Business not intending or indented to earn a profit.....\$0.00

**PAWNBROKERS:**

Every person engaged in the business of lending or advancing money or other things of value for profit and taking as a pledge for such loan specific articles of personal property to be forfeited, if payment is not made within a definite time ..... \$275.00

**G.S. 105-88**

**PEDDLERS:**

Any person who shall carry from place to place any goods, wares or merchandise and sell or offer to sell or barter the same, except wholesale dealers with established warehouses and selling only to merchants for resale, shall pay a tax as follows:

- Peddlers on foot ..... \$10.00
- Each person peddling fruits, vegetables or produce of the farm..... \$25.00
- With a vehicle ..... \$25.00

**G.S. 105-53(G.S. 160A-211)**

Provided, the tax levied herein shall not be applicable to the sale of books, periodicals, printed music, ice, wood for fuel, fish, beef, mutton, pork, bread, cakes, pies, dairy products, poultry, eggs, livestock or articles produced by the vendor offering them for sale, but shall apply to medicines, drugs or articles assembled. This tax is further not applicable to Confederate soldiers, disabled veterans of Spanish-American War or World Wars, or blind persons who are exempted from this tax by State law.

**PHOTO ENGRAVERS:**

Every person engaged in the business of photo engraving.. See Gross Receipts Table on page 5.

**POOL TABLES , BILLIARDS & GAME ROOMS:**

Every person who shall rent, maintain or own a building wherein there is a table at which billiards or pool is played, whether operated by slot or not or for sports or plays operated for profit, and not otherwise specifically taxed,

Per location..... \$25.00

**G.S. 105-102.5 (G.S. 160A-211)**

This tax is not applicable to fraternal organizations having a national charter or to the American Legion, Y.M.C.A. and Y.W.C.A.

**PROFESSIONALS:**

**Every person who practices the following may not be taxed by the City:**

- Attorney-at-law
- Physician
- Veterinarian
- Surgeon
- Osteopath
- Chiropractor
- Chiropracist
- Dentist
- Ophthalmologist
- Optician
- Optometrist
- Engineer G.S. 89C-3
- Land surveyor G.S. 89C-3
- Architect
- Landscape architect
- Photographer
- Real estate broker or salesman **G.S. 93A-2**
- Real estate loan broker/appraiser **G.S. 93E-1-4**
- Public accountant
- Licensed embalmer
- Licensed mortician
- G.S. 105-41**

**RADIO STATIONS:**

.. See Gross Receipts Table on page 5.

**REPAIR SHOP.....\$50.00**

**SERVICE COMPANY or CONSULTANT:**

Persons engaged in performing services where no goods, wares or merchandise are sold, not otherwise specifically taxed here .. See Gross Receipts Table on page 5.

**SPECIALTY or FLEA MARKET:**

Every person using a location for the purpose of promoting the display or sale of merchandise, wares or other tangible items in connection with specialty market..... **\$200.00**  
**G.S. 160A-211**

Where a group of exhibitors places merchandise in the same location under one general manager or promoter, the total fee prescribed by this section shall be due from the manager or promoter and all others shall be exempt from this privilege license tax.

An itinerant merchant license is not required to engage in the business of a vendor at location licensed as a specialty market under this section or a specialty market that is exempt from the license requirement because the specialty market operator is the State or a unit of local government.

**STORAGE WAREHOUSE OR TRANSFER:**

Every person engaged in the business of operating a warehouse, except cotton and tobacco, storage or transfer warehouse wherein anything not belonging to the owner or operator of the same is stored for compensation or stored for transfer. See Gross Receipts Table on page 5.

**STREET VENDORS:**

Persons engaged in operating a business as street vendors ..... **\$15.00**

Note: Applicants must contact and receive approval through the Planning Dept. prior to issuance of license. Per Cart or container

**SUNDRIES:**

The sale of sandwiches in drugstores or other stands or places not licensed and taxed as a restaurant under G.S. 105-62 (Does not include crackers or cookies in combination with any food filling). Operating, maintaining, or placing on location fewer than five of the following types of dispensers or machines: dispensers of cigarettes or other tobacco products, dispensers of soft drinks, dispensers

of food or other merchandise, or weighing machines, retailing soft drinks or retailing or jobbing cigarettes or other tobacco products. Per location..... **\$4.00**  
City may not tax if business is required to be licensed under G.S. 105-65.1.  
**G.S. 105-102.5(G.S. 160A-211)**

**TATTOO and/or DERMOGRAPHIC ARTIST:**

Every person engaged in the business of tattooing and/or demographic art ..... **\$200.00**

**TAXICABS:**

Every taxicab in operation within the City, per vehicle ..... **\$15.00**  
**City Code 24-41**

**UNDERTAKERS & COFFIN RETAILERS:**

Every person engaged in the business of burying the dead or in the retail sale of coffins.. ..... **\$50.00**  
**G.S. 105-46 (G.S. 160A-211)**

**VIDEO GAMES:**

Owning or operating machines that play electronic video games when a coin or other thing of value is deposited in the machine. Per unit ..... **\$5.00**  
**G.S. 105-66.1 (G.S. 160A-211)**

**VIDEO RENTAL or SALE:**

Selling, leasing furnishing, and/or distrusting movies, including video movies for use in places where no admission fee is charged or in schools or other institutions of learning .. **\$25.00**  
**G.S. 105-102.5 (G.S. 160A-211)**

**MISCELLANEOUS PRIVILEGE LICENSE FEES**

New Privilege License Report Listing-  
See Copying Fees of Public Record  
Print Duplicate of Privilege Licenses -  
\$5.00 each reprint



## **BICYCLE AND PEDESTRIAN FACILITIES FEE**

**(Approved by Council March 23, 2010)**

The estimated costs of bicycle and pedestrian facilities upon which payments by a property owner/developer in lieu of construction shall be based are as follows:

- 4" thick x 5' wide concrete sidewalk at \$28/linear foot (LF)
- 6" thick x 5' wide concrete sidewalk at \$31/LF
- 4" thick x 6' wide concrete sidewalk at \$30/LF
- 6" thick x 6' wide concrete sidewalk at \$34/LF
- 4" thick x 8' wide concrete sidewalk at \$35/LF
- 6" thick x 8' wide concrete sidewalk at \$40/LF
- 8' wide x 1½" thick asphalt bicycle trail on at least 4" of ABC stone at \$30/LF
- 10' wide x 1½" thick asphalt bicycle trail on at least 4" of ABC stone at \$35/LF
- 12' wide x 1½" thick asphalt bicycle trail on at least 4" of ABC stone at \$40/LF
- 14' wide x 1½" thick asphalt bicycle trail on at least 4" of ABC stone at \$45/LF
- ADA handicap ramp at \$1,500 each

## **BUILDING INSPECTIONS SCHEDULE OF FEES (CONT.)**

### ADMINISTRATIVE FEES

Revisions (per permit)	N/A	\$ 50.00
Reinstate Permit (per permit)		\$ 50.00
Duplicate Building Record Card		\$ 20.00
Homeowners Recovery Fund		\$ 10.00
Penalty: Occupying building before Certificate of Occupancy issued		\$100.00
Technology Fee – 5% of permit fee	Minimum	\$ 5.00
Archive Research (\$25 per hour)		\$100.00 minimum

### CODE ENFORCEMENT

Lot Clearing and mowing – Contractor cost plus \$200.00 Administrative fee  
 Nuisance Abatement – Contractor cost plus \$100.00 Administrative fee

### INSPECTION FEES (B E P M)

Re-inspection (first time)		\$ 0.00
Additional trip (per trade)		\$55.00
Special Request Inspection/After hours	\$100.00 per hour, 2 hour min.	\$200.00

### ALTERATION/UPFIT

	<u>\$/SQ.FT.</u>	<u>MINIMUM</u>
Residential (B)	\$0.064	\$ 75.00
Non-Residential (B)	\$.06	\$150.00
Residential (E P M)	\$0.02 ea. E P \$0.015 M	\$ 75.00
Non-Residential (E P M)	\$0.0105 ea E P \$0.0105 M	\$ 75.00

### **MOVING PERMIT FEE**

1500 sq. ft. structure.....\$0.10 a foot, which equals \$150.00.  
 Larger than 1500 sq. ft.....\$0.10 per sq. ft. rate with a minimum of \$150.00.

### **SHELL BUILDING/SPECIAL PERMIT**

Non-Residential (B)	\$0.045	\$175.00
Includes: foundation, shell only (no partition walls)		
Non-Residential (E P M)	\$0.0105 ea.	\$ 55.00 ea.
Includes: Rough-In in slab only		

Note: to finish shell building, include additional building permit at the above square footage or minimum.

### **REFUND POLICY ON PERMITS ISSUED**

After six months	\$ 0.00
Before six months	\$50.00

\$50.00 minimum and \$10.00 homeowner's recovery fee where applicable.

### **PERMIT FEES DOUBLED IF WORK STARTED BEFORE PERMIT SECURED**

## CEMETERY FEES AND CHARGES

FEE/CHARGE	AMOUNT	AUTHORITY
Gravesite Charge:		
Resident	\$300.00	Council Action
Non-Resident	\$600.00	08-04-92

## CONSTRUCTION INSPECTION SERVICE FEE SCHEDULE

<b>First acre (or part thereof) of development</b>	\$225.00
Each additional acre (or part thereof)	\$125.00/acre
Minimum Inspection Fee	\$225.00
Re-inspection Fee -- Per site visit for Interim, Final, Warranty and Proof Roll Inspections	\$50.00 each

To be applied to all Site Plans and Subdivision Plans that involve infrastructure installations. Construction Inspection services to cover: Potable water, sanitary sewer, storm drainage, roadway, sidewalk facilities, and enforcement of State Erosion Control regulations.

Fee to be paid prior to receiving Erosion Control or Water and/or Sewer Extension Permit(s) and includes initial site visit and one follow-up inspection.

<b>Street Sweeping</b>	\$95.00 per hour for non-street sweeping
	\$70.00 per lane/curb mile for regular street sweeping

Note: City of Jacksonville, Streets Division may provide street sweeping service to Developers and Construction Companies. Street Sweeping will be available as our requirements allow. Charges will be billed in a letter format and will be required to be paid at the Water Billing Division within City Hall

## SEWER ALLOCATION EXTENSION REQUEST PROCESSING FEE FOR REQUESTS REQUIRING COUNCIL ACTION

Cost for Processing	\$240.00
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Note: City staff may grant a 6-month first extension to a development unable to use the initial allocation within the stipulated allocation period. The request for such extension must be accompanied by documentation demonstrating use of allocation before the expiration date is unavoidable due to factors beyond the applicant's control. City Council may consider additional extensions for developments with valid plans in 12 month increments. Extension requests made to Council shall be accompanied by the non-refundable Processing Fee and other supporting documentation as may be required.

## **SOIL EROSION AND SEDIMENTATION CONTROL CIVIL PENALTIES**

Any person who violates any provisions of the City of Jacksonville's Soil Erosion and Sedimentation Ordinance (City Code, Chapter 22), or rules or orders adopted or issued pursuant to this ordinance, or who initiates or continues a land-disturbing activity for which an erosion control plan is required except in accordance with the terms, conditions, and provisions of an approved plan, is subject to a five thousand dollar (\$5,000) civil penalty per day of continuing violation (G.S. § 113A-64).

## COPYING FEES OF PUBLIC RECORDS\*

**Public Records (8 ½” x 14” max size)**

First 2 pages: Free  
 Third page and over 15 cents each  
 Color: (allowed if original public record is color) 35 cents each  
 Larger Documents: Cost will be set by the department in charge of the documents based on reproduction cost.  
 GIS Records: See Information Technology Systems (ITS)

Specifications, Standards, and Design Manual \$50.00 (Council Action 10/3/06)

**Personal Records (Not City Related)**

Cost per copy 25 cents each  
 Color Copies: (Not Allowed except by permission of City Manager)

\*Municipalities are not required to create a public record that is not already in existence. However, the municipality may elect to create the record if it determines that the record will provide an ongoing benefit to the municipality and/or its citizens.

## COMMUNITY DEVELOPMENT FEE SCHEDULE

Type of Application	FEES (Non-refundable)
Homebuyer Education	\$10
Homeownership	\$25
Residential Rehabilitation	\$25
Rental Rehabilitation	\$100
Small Business Initiative	\$100

Note: Application fees may be waived for persons 65 years of age or older or disabled individuals.

**FIRE DEPARTMENT FEES AND CHARGES**

<b>FEE/CHARGE</b>	<b>AMOUNT</b>	<b>AUTHORITY</b>
Fire fighting fee for property outside City limits	See formula below	City Ordinance (43-80) 12-02-80

**Calculation of Fees:**

$$\frac{\text{Fire Budget} + 10\% \times \text{Assessed Valuation} \times 1.5}{\text{Total Assessed Valuation of City of property}} = \text{Annual Fee}$$

**Special Permit Fees as required by Volume V Fire Code** (Enforcement by Fire Chief, Fire Marshal, or designated assistant) \$45.00 minimum

**Hazardous Material Emergency Charges and Special Events:**

Response Units (Engines, Squads, ea)	(per hour) \$200.00
Personnel	1.5 x hourly rate
Rental Equipment	At cost
Supplies and Materials	At cost plus 15%

**FIRE INSPECTION FEE SCHEDULE**

The initial mandated fire inspection fee shall be at no charge (except in the ETJ). All re-inspection fees shall be calculated at a set rate of \$35.00.

**False Alarm Fees (per City Ordinance)**

Third False Alarm Fee	\$50.00
Fourth False Alarm Fee	\$75.00
Fifth or more False Alarm Fee (or greater)	\$100.00
Alarm System Reinstatement Fee	\$25.00

**Fire Protection Plan Review Fee**

For review of fire alarm or fire sprinkler Plans (not credited towards permit fees).	<10,000 sq. ft. \$25.00
	>10,000 sq. ft. \$50.00

**Other Activities**

Fire Flow Tests	\$100.00
Filling Swimming Pools	\$50.00 + Water Charges

## FIRE PREVENTION CODE REQUIRED PERMITS

### Operational Permits

An operational (fire) permit allows the applicant to conduct an operation of a business for which a permit is required by the NC Fire Prevention Code. The prescribed duration of the operational permit is the same as the frequency of the state mandated fire inspection schedule for the given type of occupancy. The initial fee for an operational permit is waived if a construction permit of the same type has been issued immediately prior to the operational permit.

**Amusement buildings (105.6.2)** – An operational permit is required to operate a special amusement building. \$60.00

**Carnivals and fairs (105.6.4)**– An operational permit is required to conduct a carnival or fair \$45.00

**Covered mall buildings (105.6.10)** – An operational permit is required for: \$45.00

- A. The placement of retail fixtures and displays, concession equipment, displays of highly combustible goods and similar items in the mall.
- B. The display of liquid- or gas-fired equipment in the mall.
- C. The use of open-flame or flame-producing equipment in the mall.

**Exhibits and trade shows (105.6.14)** – An operational permit is required to operate exhibits and trade shows. \$45.00

**Explosives (105.6.15)** – An operational permit is required for the manufacture, storage, handling, sale or use of any quantity of explosive, explosive material, fireworks, or pyrotechnic special effects within the scope of Chapter 33 of the Fire Prevention Code. \$100.00

Exception: Fireworks allowed by North Carolina General Statute 14-414.

**Flammable and combustible liquids (105.6.17)** – An operational permit is required as follows: \$60.00

- A. To operate tank vehicles, equipment, tanks, plants, terminals, wells, fuel-dispensing stations, refineries, distilleries and similar facilities where flammable and combustible liquids are produced, processed, transported, stored, dispensed, or used.
- B. To install, alter, remove, abandon, place temporarily out of service (for more than 90 days) or otherwise dispose of an underground, protected above-ground or above-ground flammable or combustible liquid tank.
- C. To change the type of contents stored in a flammable or combustible liquid tank to a material which poses a greater hazard than that for which the tank was designed and constructed.
- D. To manufacture, process, blend or refine flammable or combustible liquids.
- E. To engage in the dispensing of liquid fuels into the fuel tanks of motor vehicles at commercial, industrial, governmental, or manufacturing

establishments.

- F. To utilize a site for the dispensing of liquid fuels from tank vehicles into the fuel tanks of motor vehicles at commercial, industrial, governmental or Manufacturing establishments.

<b>Fumigation and thermal insecticidal fogging (105.6.20)</b> – An operational permit is required to operate a business of fumigation or thermal insecticidal fogging and to maintain a room, vault or chamber in which a toxic or flammable fumigant is used.	\$45.00
<b>Hazardous Materials (105.6.21)</b> – An operational permit may be required to store, transport on site, dispense, use or handle hazardous materials in excess of the amounts listed in Table 105.6.21 of the Fire Prevention Code.	\$60.00
<b>Liquid- or gas-fueled vehicles or equipment in assembly buildings (105.6.27)</b> – An operational permit is required to display, operate or demonstrate liquid- or gas-fueled vehicles or equipment in assembly buildings.	\$45.00
<b>Open burning (105.6.31)</b> – An operational permit may be required for the kindling or maintaining of an open fire or a fire on any public street, alley, road, or other public or private ground. Instructions and stipulations of the permit shall be adhered to.	\$45.00
<b>Private fire hydrants (105.6.35)</b> – An operational permit is required for the removal from service, use or operation of private fire hydrants. Exception: A permit is not required for private industry with trained maintenance personnel, private fire brigade or fire departments to maintain, test and use private hydrants. *Fee only applied if work done before permit is issued.	*\$45.00
<b>Pyrotechnic special effects material (105.6.36)</b> – An operational permit is required for use and handling of pyrotechnic special effects material.	\$60.00
<b>Spraying or dipping (105.6.41)</b> – An operational permit is required to conduct a spraying or dipping operation utilizing flammable or combustible liquids or the application of combustible powders regulated by Chapter 15 of the Fire Prevention Code.	\$60.00
<b>Temporary membrane structures, tents, and canopies (105.6.43)</b> – An operational permit is required to operate an air-supported temporary membrane structure or a tent having an area in excess of 200 square feet (19 m <sup>2</sup> ), or a canopy in excess of 400sq ft (37 m <sup>2</sup> ). Exceptions: A. Tents used exclusively for recreational camping purposes. B. Fabric canopies and awnings open on all sides which comply with all of the following: B.1 Individual canopies shall have a maximum size of 700 sq ft (65 m <sup>2</sup> ). B.2 The aggregate area of multiple canopies placed side by side without a fire break clearance of 12 feet (3658 mm) shall not	\$45.00

exceed 700 sq ft (65 m2) total.

B.3 A minimum clearance of 12 feet (3658 mm) to structures and other tents shall be provided.

C. Funeral tents and curtains or extensions attached thereto when used for funeral services.

### Construction Permit

A construction (fire) permit allows the applicant to install or modify systems and equipment for which a permit is required by the NC Fire Prevention Code and identified in the City Fee Schedule.

**Automatic fire extinguishing systems (105.7.1)** - A construction permit is required for installation of or modification to an automatic fire-extinguishing system. Maintenance performed in accordance with the Fire Prevention Code is not considered a modification and does not require a permit. \$60.00  
+.009  
per sq ft

**Compressed gases (105.7.2)** – When the compressed gases in use or storage exceed the amounts listed in Table 105.6.9, a construction permit is required to install, repair damage to, abandon, remove, place temporarily out of service, or close or substantially modify a compressed gas system. Exceptions: \$60.00

A. Routine maintenance.

For emergency repair work performed on an emergency basis, application for permit shall be made within two working days of commencement of work.

**Fire alarm and detection systems (105.7.3)** - A construction Permit is required for installation of or modification to fire alarm and detection systems and related equipment. Maintenance performed in accordance with the Fire Prevention Code is not considered a modification and does not require a permit. \$60.00  
+.009  
per sq ft

**Fire pumps and related equipment (105.7.4)** - A construction permit is required for installation of or modification to fire pumps and related fuel tanks, jockey pumps, controllers, and generators. Maintenance performed in accordance with this code is not considered a modification and does not require a permit. \$45.00

**Flammable and combustible liquids (105.7.5)** – A construction permit is required: \$100.00

A. To install, construct, or alter tank vehicles, equipment tanks, plants, terminals, wells, fuel-dispensing stations, refineries, distilleries and similar facilities where flammable and combustible liquids are produced, processed, transported, stored, dispensed or used.

B. To install, alter, remove, abandon, place temporarily out of service or otherwise dispose of a flammable or combustible liquid tank.

**Hazardous materials (105.7.6)** – A construction permit is required to install repair damage to, abandon, remove, place temporarily out of service, or close or substantially modify a storage facility or other area regulated by Chapter 27 of the Fire Prevention Code when the hazardous materials in use or storage exceed the amounts listed in Table 105.6.21 of the Fire Prevention Code. Exceptions: \$100.00

1. Routine maintenance.
2. For emergency repair work performed on an emergency basis, application for permit shall be made within two working days of commencement of work.  
 Industrial ovens (105.7.7) – A construction permit is required for installation of industrial ovens covered
  - A. Routine maintenance.
  - B. For repair work performed on an emergency basis, application for permit shall be made within two working days of commencement of work.

**Private fire hydrants** (105.7.9) – A construction permit is required for the installation or modification of private fire hydrants. \$45.00

**Spraying or dipping** (105.7.10)– A construction permit is required to install or modify a spray room, dip tank or booth. \$45.00

**Standpipe systems** (105.7.11) – A construction permit is required for the installation, modification, or removal from service of a standpipe system. Maintenance performed in accordance with the Fire Prevention Code is not considered a modification and does not required a permit. \$45.00

**Temporary membrane structures, tents and canopies** (105.7.12)– A construction permit is required to erect an air-supported temporary membrane structure or a tent having an area in excess of 200 square feet (19 m2), or a canopy in excess of 400 square feet (37 m2). \$45.00

Exceptions:

1. Tents used exclusively for recreational camping purposes.
2. Funeral tents and curtains or extensions attached thereto, when used for funeral services.
3. Fabric canopies and awnings open on all sides which comply with all of the following:
  - a. Individual canopies shall have a maximum size of 700 square feet (65 m2).
  - b. The aggregate area of multiple canopies placed side by side without a firebreak clearance of 12 feet shall not exceed 700 square feet (65 m2) total.
  - c. A minimum clearance of 12 feet (3658 mm) to structures and other tents shall be provided.

## HUMAN RESOURCES

### Employee ID Badge Replacement Fees

BADGE TYPE	AMOUNT	AUTHORITY
Proximity Card	\$20.00	Administrative Policy 4G
Personnel ID Badge		
Identification Card	\$10.00	Administrative Policy 4G
Personnel ID Badge		

## INFORMATION TECHNOLOGY SERVICES (ITS)

Customized GIS Color Maps	\$30.00 per hour, 1 hour minimum Plus standard GIS color map fees
Standard GIS Color Maps	
8-1/2" X 11"	\$ 2.00
11" X 17"	\$ 3.00
24" X 36"	\$ 5.00
36" X 36"	\$10.00
36" X 48"	\$15.00
Digital Data	
Existing data file	Cost of media
Customized data file	\$30.00 per hour + cost of media

## PLANNING DIVISION

### DEVELOPMENT PLAN REVIEW FEE SCHEDULE

TYPE	FEE
<b>The following fees are non-refundable unless otherwise noted:</b>	
Copy of Subdivision Regulations	\$5.00
Downtown Design Guidelines	\$ 9.00
Thoroughfare/Transportation Plan	\$ 9.00
Home Occupation Application	\$25.00
CAMA Land Use Plan	\$25.00
Downtown Master Plan	\$25.00
Copy of Zoning Ordinance	\$25.00
Recombination/Exempt/Easement Plats	\$50.00
Zoning Certification Letter	\$50.00
Zoning Permit	\$50.00
Billboard Renewal Fee	\$60.00
Trails & Greenways Master Plan (B&W)	\$70.00
Vested Right Application	\$75.00
Preliminary Plan (Major)	\$150.00
General Plan (Major)	\$200.00 + \$5.00/lot
(Minor Subdivisions)	\$100.00 + \$5.00/lot
General Plan Extension	\$100.00 + \$5.00/lot
Final Plat	\$100.00 + \$5.00/lot
Subdivision Plan Modification/Revisions	\$200.00
Text Amendment	\$250.00
Rezoning Request (Map Amendment)* thereof	\$300.00 + \$50.00 per acre, or portion
Voluntary Annexation Petitions	\$500.00
Street Closing Petitions	\$500.00
Variance/Interpretation/Appeal Request	\$200.00 (If the applicant's appeal is granted by the Board of Adjustment, this fee will be refunded in full)

Plan Review (Commercial, less than 5,000 sq ft)	\$200.00 + \$50.00 per acre, or portion thereof
Special Use/Conditional Use Permit	\$300.00 + \$50.00 per acre, or portion thereof
Site Plan Review** (1 <sup>st</sup> two reviews are included)	\$200.00 + \$50.00 per acre, or portion thereof
Site Plan Re-review	\$100.00
Special Use/Conditional Use Permit/Site Plan thereof (permit/site plan as one application)	\$350.00 + \$50.00 per acre, or portion thereof
Plan/Site Plan Modifications	\$200.00
Site Plan Extension	\$100.00 + 25.00 per acre, or portion thereof
Development Agreement	\$2,000.00
Land Use Plan Text & Map Amendment	\$200 + \$50 per acre, or portion thereof with a maximum of \$2,000
Transportation Impact Analysis (TIA) Scoping fee	\$1000.00 (non-refundable) will be credited to the total cost of the TIA fee.
Applicant Hires Own Qualified Engineer	Applicant 100% Cost of their TIA plus 100% cost for City's Consultant to review the TIA Report.
City Selected Engineering Consultant	Applicant 80%/City 20% Total Cost of TIA

\*When a rezoning request will affect more than 50 different adjacent property owners, and a newspaper ad is required, the applicant will be assessed the advertisement fee.

\*\* For Expansions/Additions/Accessory Structures on sites owned or leased by a public agency greater than 5 acres, only the development impact area will be factored into the per acre portion of the plan review fee.

**POLICE DEPARTMENT  
FEES AND CHARGES**

<b>FEE/CHARGE</b>	<b>AMOUNT</b>	<b>AUTHORITY</b>
Taxicab Driver Permits		
Initial	\$15.00	Council Action 4/21/04
Renewal	\$15.00	
Change of Company (owner)	\$15.00	
Duplicate Copies	\$15.00	
Change of Company (driver)	\$25.00	
Change of Name (total fee)	\$25.00	
Taxicab Inspection Fee	\$9.10	City Code 24-83 (a)
Taxicab License Fee	\$15.00	City Code 24-41
Rate Schedule for Taxicabs		City Code 24-61
For the first one-tenth of a mile	\$2.00 + \$.50 surcharge until revised by Council	
For each additional one-tenth of a mile thereafter	\$.20	Council Action 7/22/08
Per minute waiting time (to be charged only during stops made at the request of the passenger)	\$12.00 per hr in 45 sec increments	
Fingerprints	\$20.00	Departmental Action
Fingerprints to be processed for all applicants for City licenses and permits	\$14.00	SBI Administrative Fee (to be paid by money order)
Precious Metals Permits		NC GS 66-165
Dealer Permit (to be renewed annually)	\$180.00	Council Action 3/23/10
Special Occasion Permit	\$180.00	
Employee Certificate of Compliance	\$10.00	
Employee Certificate of Compliance (Annual renewal)	\$3.00	
Fingerprints (to be processed for all Dealer Permits)	\$38.00	SBI Administrative Fee (to be paid by money order)
Pictures	\$10.00	Departmental Action
Copies of Reports (See Copying Fees in Fee Schedule Pg23)		
Parking Ticket (regular)	\$10.00	City Code 25-129
Parking Ticket (commercial vehicle in residential areas)	\$50.00 per day	City Code 25-123
Alarm Permits	\$10.00	
False Alarm Charge (3 <sup>rd</sup> -5 <sup>th</sup> alarms)	\$50.00	
False Alarm Charge (6 <sup>th</sup> -7 <sup>th</sup> alarms)	\$100.00	
False Alarm Charge (8 <sup>th</sup> -9 <sup>th</sup> alarms)	\$250.00	
False Alarm Charge (10 <sup>th</sup> and over alarms)	\$500.00	
Failure to Register Alarm	\$100.00	
Other Civil Alarm Penalty	\$100.00	
Funeral Escorts (Per Event)	\$25.00	Council Action 9/18/07

**Wrecker Fees**

<b>Wrecker Rotation List Membership</b>	<b>\$250.00</b>
<b>Towing Rates as Established by the Towing Committee:</b>	
<b>Monday – Friday 8:00 to 6:00pm</b>	<b>\$100.00</b>
<b>Monday – Friday 6:00pm to 8:00am</b>	<b>\$125.00</b>
<b>Use of Dollies</b>	<b>\$50.00</b>
<b>Holiday and Weekends</b>	<b>\$125.00</b>
<b>Hourly rate after first hour</b>	<b>\$50.00</b>
<b>Outdoor Daily Storage</b>	<b>\$20.00</b>
<b>Indoor Daily Storage</b>	<b>\$25.00</b>
<b>Winching Fee</b>	<b>Included in tow</b>
<b>Environmental Clean-up</b>	<b>Included in tow</b>

**City Ordinance 27-10 D  
Council Action 1/2/07**

## RECREATION FEES

	Facility(ies)	Hourly Increment	FY10	Proposed FY11	Difference	
Non Profit/Community Event (w/ no money collection)	<b>Jack Amyette</b>					
	Gymnasium	2 hours	\$50	\$50	\$0	
		4 hours	\$100	\$100	\$0	
		8 hours	\$150	\$175	\$25	
	Room, Activities Center	2 hours	\$40	\$40	\$0	
		4 hours	\$80	\$80	\$0	
		8 hours	\$150	\$140	(\$10)	
	Entire Building	2 hours	\$40	\$60	\$20	
		4 hours	\$80	\$120	\$40	
		8 hours	\$150	\$210	\$60	
	<b>Jacksonville Commons Recreation Center</b>					
	Gymnasium	2 hours	\$100	\$100	\$0	
		4 hours	\$200	\$200	\$0	
		8 hours	\$300	\$350	\$50	
	Meeting Rooms	2 hours	\$40	\$40	\$0	
		4 hours	\$80	\$80	\$0	
		8 hours	\$150	\$140	(\$10)	
	Entire Building	2 hours	\$40	\$120	\$80	
		4 hours	\$80	\$240	\$160	
		8 hours	\$150	\$420	\$270	
	<b>Jacksonville Commons Senior Center</b>					
	Community Room	2 hours	\$40	\$30	(\$10)	
		4 hours	\$80	\$60	(\$20)	
		8 hours	\$120	\$105	(\$15)	
	Choate Room	2 hours	\$60	\$60	\$0	
		4 hours	\$120	\$120	\$0	
		8 hours	\$180	\$210	\$30	
	Entire Building	2 hours	\$80	\$80	\$0	
		4 hours	\$160	\$160	\$0	
		8 hours	\$240	\$280	\$40	
	<b>Kerr Street/Northwoods Recreation Centers</b>					
	Community Room	2 hours	\$40	\$40	\$0	
		4 hours	\$80	\$80	\$0	
		8 hours	\$120	\$140	\$20	

	Facility(ies)	Hourly Increment	Fee		Difference
			FY10	Proposed FY11	
Non-Profit/Community Event (w/ money collection)	<b>Jack Amyette</b>				
	Gymnasium	2 hours	\$100	\$100	\$0
		4 hours	\$200	\$200	\$0
		8 hours	\$300	\$350	\$50
	Room, Activities Center	2 hours	\$80	\$80	\$0
		4 hours	\$160	\$160	\$0
		8 hours	\$240	\$280	\$40
	Entire Building	2 hours	\$120	\$120	\$0
		4 hours	\$240	\$240	\$0
		8 hours	\$360	\$420	\$60
	<b>Jacksonville Commons Recreation Center</b>				
	Gymnasium	2 hours	\$150	\$200	\$50
		4 hours	\$300	\$400	\$100
		8 hours	\$450	\$700	\$250
	Meeting Rooms	2 hours	\$100	\$100	\$0
		4 hours	\$200	\$200	\$0
		8 hours	\$400	\$350	(\$50)
	Entire Building	2 hours	\$200	\$240	\$40
		4 hours	\$400	\$480	\$80
		8 hours	\$600	\$840	\$240
	<b>Jacksonville Commons Senior Center</b>				
	Community Room	2 hours	\$80	\$80	\$0
		4 hours	\$160	\$160	\$0
		8 hours	\$240	\$280	\$40
	Choate Room	2 hours	\$100	\$120	\$20
		4 hours	\$200	\$240	\$40
		8 hours	\$300	\$420	\$120
	Entire Building	2 hours	\$120	\$200	\$80
		4 hours	\$240	\$400	\$160
		8 hours	\$360	\$700	\$340
	<b>Kerr Street/Northwoods Recreation Centers</b>				
	Community Room	2 hours	\$80	\$80	\$0
		4 hours	\$160	\$160	\$0
	8 hours	\$240	\$280	\$40	

	Facility(ies)	Hourly Increment	FY10	Proposed FY11	Difference
Non Profit/Community Event (w/ no money collection or special permits required)	<b>Small Shelters</b>				
	Brook Valley, Kerr Street, Georgetown,	2 hours	N/A	\$15	N/A
	Richard Ray, Phillips, Sherwood Forest,	3 hours	\$20	N/A	N/A
	JAX Commons #2, Sturgeon City #1, #2, #3,	4 hours	\$25	\$25	\$0
	Wooten, Riverwalk Stage, NE Creek Gazebo,	8 hours	\$45	\$50	\$5
	Wilson Bay Gazebo, LP Willingham Gazebo, Richard Ray Garden				
	<b>Large Shelters</b>				
	JAX Commons #1, NE Creek #1, #2, Wilson Bay	2 hours	N/A	\$20	N/A
		3 hours	\$20	N/A	N/A
		4 hours	\$25	\$40	\$15
	8 hours	\$45	\$80	\$35	
Non Profit/Community Event (w/ money collection or special permits required)	<b>Small Shelters</b>				
	Brook Valley, Kerr Street, Georgetown,	4 hours	\$100	\$120	\$20
	Richard Ray, Phillips, Sherwood Forest,	8 hours	\$180	\$240	\$60
	JAX Commons #2, Sturgeon City #1, #2, #3,				
	Wooten, Riverwalk Stage, NE Creek Gazebo,				
	Wilson Bay Gazebo, LP Willingham Gazebo, Richard Ray Garden				
	<b>Large Shelters</b>				
	JAX Commons #1, NE Creek #1, #2, Wilson Bay	4 hours	\$100	\$200	\$100
		8 hours	\$180	\$400	\$220

M. ACTIVITIES

YOUTH

1. YOUTH SPORTS

- a. Baseball/Softball
- b. T-Ball
- c. Basketball

**Resident**

Varies depending on expenses of officials, staff, equipment, supplies

**Non-Resident**

d. Volleyball		
e. Athletic Camps	Per camp instructor	150% of resident fee
f. Sponsor Fees		
(1) Youth Baseball & Softball	\$175	
(2) Junior Baseball	\$250	
(3) Youth Basketball	\$150	
(4) Youth Volleyball	\$125	
2. OPEN PLAY		
a. Basketball	\$30 per year	\$45 per year
b. Volleyball	\$30 per year	\$45 per year
	-\$16 per month or	
	\$15 per month for	\$24 per month or \$23 per month
3. AFTER SCHOOL PROGRAM	full year registration	for full year registration
4. TIME FOR TOTS	\$40 per season -	\$60 per season
	per family –	per family-fall/spring/summer
	fall/spring/summer	
5. SUMMER PROGRAM		
5a. Registration (7:30am – 5: 30pm)	\$110 per 2 wk	\$135 per (2 week) session
Excludes Jack Amyette & Commons	session	
Middle		
Registration for Jack Amyette &	\$40 per (2 week)	\$60 per (2 week) session
Commons Middle School Sites ONLY	session	
9am – 4pm		
6. "CELEBRATE THE OUTDOORS"	Varies with destination and duration of camp @	\$80-\$250
CAMP		
7. ARTS & CRAFTS CAMPS	Varies depending on	150% of resident fee
	age, duration, and	
	camp supplies \$30 -	
	\$50 per session	
8. SCHOOL HOLIDAY	Varies - Day trips	150% of resident fee
	when school is out	
	\$10 - \$20	
9. TEACHER WORKDAY PROGRAMS	Varies- Day program	150% of resident fee
	When school is out	
	\$5 - \$10	
10. ADULT TRIPS/GROUP TRAVEL	Varies on duration, venue, transportation, etc.	
	\$40 – undetermined amount	
11. SENIORS' TRAVEL	Varies on duration, venue, transportation, etc.	
Senior Citizens	\$5 – Undetermined	150% of resident fee
	amount	
12. YOUTH CENTER	Varies on Program	
*Please note a late fee of \$5.00 per five		
minutes will be assessed beginning at five		
(5) minutes past the hour.		
ADULT SPORTS	Varies depending on expenses of officials, staff,	
	equipment, supplies	

## SKATEBOARD PARK

	<u>YEARLY PASS</u>
Membership Fee (Resident)	\$100 unlimited skating
Membership Fee (Non-resident)	\$150 unlimited skating
	<u>QUARTERLY PASS</u>
Resident	\$25
Non-resident	\$37.50
	<u>Expires 90 Days from Purchase Date</u>
	 <u>7-DAY PASS</u>
Resident	\$15
Non-resident	\$22.50

### N. TENNIS COURTS (night rentals not available)

Not for Profit	\$10 per hour per court
Admission Charged	\$20 per hour per court
Commercial	\$30 per hour per court

### O. BALL FIELDS - (Rates Per Field)

1. Hourly use (no lights)	\$10 per hour
2. Hourly use (lights)	\$20 per hour
3. All day use	\$50 per day
4. Light use – Approved Charity events	\$10 per hour
*Tournament Rates*	
5. 1 day/1 night - lights 4 hours	\$150
6. 2 days/1 night - lights 4 hours	\$175
7. 2 days/2 nights - lights 4 hours	\$250
8. 2 days/3 nights - lights 4 hours	\$300

### P. OUTDOOR BASKETBALL COURTS

Not for Profit	\$10 per hour per court/ \$20 per hour with lights
Admission Charged	\$20 per hour per court/ \$30 per hour with lights
Commercial	\$30 per hour per court/ \$40 per hour with lights

An Administrative Fee of \$25.00 will be charged for all building reservations, programs, classes or rentals cancelled by those who registered for a class or activity, or who paid a Building/Facility rental fee.

A \$50.00 down payment will be required for facility rentals greater than \$50. For facility rentals less than \$50, full payment is required at the time of the reservation. Any remaining fees will be due fourteen (14) days in advance of the rental date. Failure to pay the balance in full will result in forfeiture of the down payment. Facility rentals with less than the fourteen (14) day requirement must be paid in full at the time of the reservation.

### REFUND POLICY

If the Recreation Department cancels a trip, reservation, program, class or rental, a full refund will be issued. An administrative fee of \$25.00 will be charged for all building reservations, programs, classes or rentals cancelled by those who registered for a class or activity, or who paid a Building/Facility rental fee. Cancellations made more than fourteen (14) days in advance will result in a refund of fees less the administrative fee of \$25. No refunds will be given without the fourteen day prior notice.

## SOLID WASTE FEES

### DIAL-A-TRUCK PROGRAM

No cost to residential customers.  
Not available to commercial entities.

### SPECIAL PICKUP FEES:

Material	Volume-Based Fee	
Building Materials	May be disposed of via Dial-a-Truck program or at a charge of \$40 per cord.	
Microwave oven	\$5.00 per item (subject to change as per landfill)	
Computer Monitors & Televisions	\$15.00 per item (subject to change as per landfill)	
Bulky Wastes/ Residential and Small Business	First Three Items	Free with basic service
	Subsequent items	\$10 per item
Bulky Waste/ Commercial Customers	\$10 per item	N/A
Yard Waste/Collection/Commercial Customers	\$20.00 per cord	NA
Yard Waste/Collection/Residential Customer	First Cord	Free with basic service
	Subsequent cord (or fractions thereof)	\$20 per cord
Appliances	First two appliances	Free with basic service
	Subsequent appliances	\$10 per appliance

## COMMERCIAL DUMPSTER SERVICE FEE

	Collection twice per week	Collection three times per week	Collection four times per week	Collection five times per week
*#Cost per Month for (1) dumpster	\$46.64	\$69.96	\$93.28	\$116.60

\*\*Monthly rate is dependent on number of dumpsters and number of collection dumps per week.

Example: 3 scheduled collection dumps per week times (3) dumpsters = 9 scheduled dumps per week times 52 weeks = 468 dumps per year times the service cost of \$5.38 per service cost per collection dump = \$2,517.84 per year divided by 12 months = \$209.82 which is the monthly commercial dumpster service fee. Extra collection dumps requested by the customer will be charged at a rate of \$5.38 per collection dump.

\*\*\*Note: The commercial dumpster service fee or service cost per collection dump of \$5.38 is subject to change each fiscal year.

**\*This fee is to cover the charge for the Contractor to provide the service.**

## **LANDFILL DISPOSAL FEES**

**LANDFILL TIPPING FEE** **\$49.00**

\*Note: Contingent upon the county raising the Landfill Disposal Fees

### **MONTHLY RESIDENTIAL RATES:**

Residential Customer – one (1) 96-Gallon Container	\$5.00
*One (1) additional 96-Gallon Container	\$5.00
*Maximum of two (2) containers per household	

### **MONTHLY SMALL BUSINESS RATES:**

Small Business Customer – one (1) 96-Gallon Container	\$6.10
*For each additional 96-Gallon Containers	\$6.10
*Maximum of four (4) containers per small business	

### **MONTHLY COMMERCIAL DUMPSTER DISPOSAL RATES:**

#### **PER CONTAINER**

Commercial Customer (8-cubic yards dumpster)	\$107.00
Commercial Customer (6-cubic yards dumpster)	\$80.50
Commercial Customer (4-cubic yards dumpster)	\$53.50
Commercial Customer (2-cubic yards dumpster)	\$27.00
VIP Commercial Customer (compactor 8-cubic yards)	\$321.00
VIP Commercial Customer (compactor 6-cubic yards)	\$241.50
VIP Commercial Customer (compactor 4-cubic yards)	\$160.50
VIP Commercial Customer (compactor 2-cubic yards)	\$81.00

**NOTE:** VIP Commercial Customer rates are 3 times higher due to the fact that these dumpsters compact at a 3 to 1 ratio.

The total monthly Solid Waste Charge for dumpster customers includes the commercial dumpster service fee plus the monthly commercial dumpster disposal rate; these amounts are based on the number of collections per week and size of dumpster(s).

## SIGNS

Handicap Parking Sign w/Penalty Sign..... \$25.00

Handicap Van Accessible Sign ..... \$10.00

Stop Signs Only (R 1-1) High Intensity ..... \$40.00  
(No pole)

### Street Name Signs:

6”X18” ..... \$22.00

6”X24” ..... \$26.00

6”X30” ..... \$28.00

6”X36” ..... \$30.00

9”X18” ..... \$26.00

9”X24” ..... \$29.00

9”X30” ..... \$32.00

9”X36” ..... \$34.00

Street Name Sign Assembly ..... \$60.00

Includes: 2 piece U – channel post, cap and cross bracket

Street Name Signs are additional

Stop Sign Assembly ..... \$75.00

Includes: 2 piece U – channel post, 30” R1-1 Hi Intensity

Stop Sign

Street Name & Stop Sign Assembly ..... \$100.00

Includes: 2 piece U – channel post, 30” R1-1 Hi Intensity

Stop Sign cap and cross bracket.

Street Name Signs are additional

Speed Limit Sign Assembly ..... \$64.00

Includes 2 piece U-channel post 18” x 24” Speed Limit Sign

2 Piece U-Channel Sign Post Assembly ..... \$34.00

## STORMWATER FEES

**Stormwater Equivalent Residential Unit (ERU)                      \$4.00 per ERU per month**  
**City Ordinance (28-7); 5-16-06**

The fee and charges shall apply to all land parcels within the corporate limits of the City, except as may be altered by credits or exemptions.

- (1) All non-single family detached land parcels of land within the corporate limits of the City shall be billed monthly for one (1) Equivalent Residential Unit (ERU) for each two thousand eight hundred and fifty (2,850) square feet or fraction thereof of impervious surface area on the subject land parcel.
- (2) All single family detached land parcels will be billed for one (1) Equivalent Residential Unit (ERU) per month.
- (3) There will be no service charge for land parcels with fewer than 400 square feet of impervious surface area.

Example of non-single family land parcel:

28,500 sq ft of impervious surface divided by 2,850 square feet/ERU = 10 ERUs  
 10 ERUs X \$4.00/ERU/month = \$40.00/month  
 \$40.00/month X 12 months/year = \$480.00/year

Approved by Council Action February 17, 2009

Application Fee.....	\$ 2,200
Re-submittal Fee (Note 1).....	\$ 500
Certification Inspection.....	\$ 550
Re-Inspection (Note 2).....	\$ 475
Annual Maintenance Inspection and report.....	\$ 250
Permit Modification.....	\$ 1,500
Offsite Permit.....	\$1,000
Permit Change/Transfer of Name/Ownership.....	\$ 40

Notes:

1. If a notification of disapproval is issued pursuant to receipt and review of a permit application by the City, the applicant may resubmit a revised plan within 30 working days of the disapproval without paying an additional application review fee. However, if the revised plan is submitted after 30 days, or if the first re-submittal is disapproved, then the re-submittal fee shall be paid for each subsequent re-submittal.
2. The City may conduct routine inspections; random inspections; inspections based upon complaints or other notice of violations; and joint inspections with other agencies inspecting

under environmental or safety laws. If during an inspection it is determined that a BMP is not in compliance with the City of Jacksonville's ordinance, a re-inspection fee will be charged for each inspection thereafter, until such time as the BMP becomes compliant.

## **TRANSIT SERVICES**

<b>Fare Category</b>	<b>Amount per One-way Trip</b>
Daytime Full Fare (Fixed Route)	\$1.25
Daytime Reduced Fare for Youth (ages 6-18), College Student (with valid proof of enrollment), Senior Citizens (65 and over), persons with Disability presentation of Medicare/Medicaid ID Card or other ID that may be developed by the City	\$.60
Express Full Fare (Fixed Route)	\$3.00
ADA Paratransit passenger and travel companions	\$2.50
Children under age 6	Free
Transfers (from one route to another on all services)	Free
ADA Paratransit Passenger Personal Care Attendant Accompanying ADA Paratransit Passenger	Free

## WATER & SEWER FEES

FEE/CHARGE	AMOUNT	AUTHORITY
Water and Sewer Rates	See attached Water/Sewer Rate Schedule	City Ordinance (31-86 and 88-31); 06-26-86; 06-07-88; 07-01-89; 07-02-91; 03-02-93; 03-22-94; 03-1-96; 03-4-97; 10-23-03
Water and Sewer Tap Fees and facility charges	See attached Facilities Charge & Service Line Installation Charge Schedules	Council Action 12-20-88; 03-02-93; 11-3-93
Residential Buildings Only	Based on fixtures per unit	Council Action 11-08-89
Call Back Fee – each event	\$25	Council Action as of 7-1-98
Credit Report Application Fee (cost to run credit report for deposit)	\$3	
Utility Deposits	See attached Water & Sewer Account Deposits	City Ordinance (27-84) 06-27-84;07-01-89
Accounts Suspension Fee* (If a customer fraudulently has water reconnected after hours, an additional suspension fee will be charged)	\$55	City Ordinance (89-50) 11-21-89(Amended 7-1-98)
After Hours Reconnection Fee	\$55	
Deposit Fee-Meter Testing	\$35- Deposit refunded if meter tests inaccurate. Non-refundable if meter is found to be accurate. Fee will be charged each time meter is tested.	
Meter Upsize/Downsize	Parts & Labor	
Service Call Minimum Time Charge	\$35 for 1 hour or less	
Fire Hydrant Tampering	\$500	
Water Meter Stealing/Tampering	\$125 Residential \$500 Commercial	
Electronic Wiring Replacement Fee	\$100	

Late Payment Penalty	10% of Bill	City Ordinance 10-25-77(Amended 7-1-98)
New Account Service Charge	\$30.00 (\$55.00 after work hours)	City Ordinance (01-82) 01-05-82(Amended 7-1-10)
Returned Item Charge (Check/Credit Card Receipt)	\$25.00	City Ordinance (24-85) 6-28-85(Amended 7-1-98)
Wastewater Generated Sludge	\$140.00	Council Action 03-19-91
Sewer Non-Significant Industrial User permit fee	\$100.00	Council Action 07-1-96
Sewer Non-Significant Industrial User annual renewal fee	\$100.00	Council Action 07-1-96
Sewerjet Fee – Inside City Limits Outside City Limits	\$250.00 per hour \$250.00 per hour	City Ordinance (01-82) 01-05-82
Camera Location Fee	\$50.00 Set up fee + \$2.00 per linear foot	
Water and Sewer Facilities permit applications (responsibility of person submitting application)	Vary	State-imposed Council Action 01-03-84
Statistical Information Report provided to other billing entities	\$10.00 per report	
Temporary Construction Service Charge	\$40.00	City Council Action as of 7-1-98
Backflow Testing (Emergency Situations Only i.e. after normal working hours)	\$50.00	
Grease Trap Inspections/Reinspections	\$50.00	

## WATER AND SEWER ACCOUNT DEPOSITS

### Residential Customers – 5/8” meter size

*\*Low Risk Customer- \$0*

*\*Medium Risk Customer-\$150*

*\*High Risk Customer- \$200*

### Residential Customers – 3/4” meter size

*\*Low Risk Customer-\$0*

*\*Medium Risk Customer-\$170*

*\*High Risk Customer-\$220*

\*Risk is determined by rating provided by Online Utility Exchange after completing credit check on customer establishing service. Green rating will indicate low risk. Yellow rating will indicate medium risk. Red rating or refusal of credit check will indicate high risk.

Outside City rates are 200% of above rates. Customers establishing either water or sewer only service will pay 50% of above rates.

### Commercial Customers

Water Meter Size	General	Restaurants	Laundries
5/8"	\$150	\$170	\$280
3/4"	170	190	300
1"	250	290	390
1 ½"	350	450	710
2"	450	560	880
3"	850	960	1440

4" and over - Estimated monthly use x 3.0

Outside City rates are 200% of above rates. Customers establishing either water or sewer only service will pay 50% of above rates.

## HYDRANT METER DEPOSIT

Hydrant Size	Amount
.62" x .75"	\$500
3"	\$1500
Hydrant Wrench	\$50

## WATER AND SEWER LINE EXTENSIONS

1. Allow a ten-year abeyance period for undeveloped properties. (1/21/97)
2. Allow a five-year period to finance the assessment through the City. (1/21/97)
3. Maintain the interest rate for financing at 8%. (1/21/97)
4. Benefiting property owner pays 50% of line extension project cost. City pays 50% of project cost. (8/18/98)

**WATER AND SEWER RATE SCHEDULE  
SCHEDULE "A"**

RATE SCHEDULE DESCRIPTION	WATER	SEWER	WATER & SEWER TOTALS
<b>1. Capacity Charge Per Month</b>			
a. 5/8" meter	15.65	32.49	48.14
b. Multi-units (per unit)	15.65	32.49	48.14
c. 3/4" meter	23.48	48.74	72.22
d. 1" meter	39.13	81.23	120.36
e. 1-1/2" meter	78.25	162.45	240.70
f. 2" meter	125.20	259.92	385.12
g. 3" meter	250.40	519.84	770.24
h. 4" meter	391.25	812.25	1203.50
i. 6" meter	782.50	1624.50	2407.00
<b>2. Volume Charges</b>			
<u>per 100 Gallons</u>	Capacity	Capacity	Capacity
0 - 2,000 gallons	See #1	See #1	See #1
2,001 - 5,999 gallons	.2855	.3917	.6772
6,000 - 9,999 gallons	.3568	.4505	.8073
10,000 - 29,999 gallons	.4283	.5093	.9376
Over 30,000 gallons	.4997	.5876	1.0873
Surcharges per 100 Gallons:			
Restaurant	-0-	0.0746	
Laundry	-0-	0.0692	
Bakery	-0-	0.2289	
<b>3. Outside City Rates</b>			
Percentage of inside rates	200%	200%	200%
<b>4. Hydrant meter used on     Onslow County waterlines</b>			
Minimum monthly charge (Up to 60,000 gallons)	Based on ONWASA rate schedule		
> 60,000 gallons per 1,000 gallons			

ASSESSMENT RATE: 50% OF THE TOTAL PROJECT COST IS TO BE PAID BY THE PROPERTY OWNER AND 50% OF THE TOTAL PROJECT COST IS TO BE PAID BY THE CITY.\*

RATE FOR "SPECIAL CHARGE" TO BE USED IN LIEU OF ASSESSMENTS SET AT THE SAME RATES AS ASSESSMENTS. RATES FOR BOTH CHARGES WILL BE REVIEWED PERIODICALLY BY CITY COUNCIL. ASSESSMENT RATE CHANGED AT CITY COUNCIL MEETING 8/18/98. NEW RATE EFFECTIVE 8/18/98.

## CITY OF JACKSONVILLE FACILITIES CHARGE SCHEDULE SCHEDULE "B"

(Facility charges below do not include meter costs which will be at market.)

Residential	July 1, 2010	January 1, 2011
Water (detached)	\$ 1,619	\$ 2,149
Sewer (detached)	\$ 2,999	\$ 3,689
Water (attached)	\$ 1,578	\$ 2,098
Sewer (attached)	\$ 2,812	\$ 3,478
Non-Residential		
Water .625inch	\$ 1,619	\$ 2,149
Sewer .625inch	\$ 2,999	\$ 3,689
Water .75inch	\$ 2,033	\$ 2,661
Sewer .75inch	\$ 4,411	\$ 5,541
Water 1inch	\$ 2,832	\$ 3,674
Sewer 1inch	\$ 7,292	\$ 9,234
Water 1.5inch	\$ 4,814	\$ 6,202
Sewer 1.5inch	\$ 14,490	\$ 18,462
Water 2inch	\$ 7,213	\$ 9,242
Sewer 2inch	\$ 23,124	\$ 29,532
Water 3inch	\$ 13,521	\$ 17,348
Sewer 3inch	\$ 45,867	\$ 59,068
Water 4inch	\$ 20,804	\$ 26,458
Sewer 4inch	\$ 72,011	\$ 92,288

**NOTES:**

- 1) Facilities charges are due prior to the issuance of a building permit or at the time of application for service for existing buildings.
- 2) Residential Schedule applies only to connections for places of residence (includes homes, apartments, motels, rooming houses, rest homes, etc. where someone resides and the only use is residential)
- 3) **Any "MASTER METER" for RESIDENTIAL multi-family development will require approval by the CITY COUNCIL.**
- 4) A 1" service line, meter setter and box is required for .75" meter installations.
- 5) Facilities Charges for meters larger than four inches will be based on annualized average day demand, the net capital cost per gallon of capacity, and applicable capital costs per customer.

**SCHEDULE "B" PAGE 2 – SERVICE LINE  
INSTALLATION CHARGES**

ITEM DESCRIPTION	PAVED STREET	UNPAVED STREET	METER ONLY FEE
<b>WATER</b>			
.62" WATER SERVICE LINE, METER SETTER & BOX	COST + 10%	COST + 10%	\$50 (+Market Price)
.75" WATER SERVICE LINE, METER SETTER & BOX	COST + 10%	COST + 10%	\$100 (+Market Price)
1" WATER SERVICE, LINE, METER SETTER & BOX	COST + 10%	COST + 10%	\$100 (+Market Price)
1.5" WATER SERVICE LINE, VALVE & VALVE BOX	COST + 10%	COST + 10%	\$400 (+Market Price)
2" WATER SERVICE LINE, VALVE & VALVE BOX	COST + 10%	COST + 10%	\$1,300 (+Market Price)
4" WATER SERVICE LINE, VALVE & VALVE BOX	COST + 10%	COST + 10%	\$2,950 (+Market Price)
6" WATER SERVICE LINE, VALVE & VALVE BOX	COST + 10%	COST + 10%	\$3,750 (+Market Price)
8" WATER SERVICE LINE, VALVE & VALVE BOX	COST + 10%	COST + 10%	COST PLUS 10%
<b>SEWER</b>			
4" SEWER SERVICE LINE	COST + 10%	COST + 10%	
6" SEWER SERVICE LINE	COST + 10%	COST + 10%	
8" SEWER SERVICE LINE	COST + 10%	COST + 10%	

**NOTES:**

- 1) Installation charges for paved vs. unpaved streets are based on whether the service is obtained from a **main within or along a paved street**, not on whether the pavement actually has to be cut.
- 2) The above listed water and sewer service installation fees apply to two lane streets and/or installations, which do not require a casing. Other installations will be made on a cost plus basis.
- 3) For any service not listed, the Utilities Department will prepare a written estimate of the cost, consisting of direct cost plus 10% overhead. The customer must pay this amount and the charges will be adjusted to actual cost plus 10% after the work is completed.